

**Param Srikantia**  
**Professor**  
**Carmel Boyer School of Business**  
**Baldwin Wallace University**

**EDUCATION**

**Ph.D. Organizational Behavior, Case Western Reserve University, Cleveland, Ohio, January 2001.** Doctoral degree and living expenses fully funded through an assortment of assistantships and fellowships awarded by the National Science Foundation, United States Agency for International Development (USAID), Case Western Reserve University, and Arthur Andersen to the tune of \$250,000. My letter of recommendation for Ph.D. admission was written by Dr. Robert Blake (creator of the Blake & Mouton Managerial Grid) who is recognized as the founder of the discipline of organizational development and a pioneer in leadership training.

**M.A., Business Administration, University of Iowa, Iowa City, Iowa, 1994.** Full financial support covering tuition and living expenses through teaching and research assistantships awarded by the University of Iowa.

**M.A., Personal Management & Industrial Relations, Tata Institute of Social Sciences, Bombay, May 1987.** Secured the Second Rank in the University. This university is rated among the top 2 schools for OB/HRM in India and would only admit 25 students annually out of a national applicant pool of around 3000 candidates in 1985.

**M.A., Industrial and Organizational Psychology, University of Bombay, May 1985.** Secured the First Rank in the University.

**B.A. Psychology, St. Xavier's College, Bombay, (1983).** In a ground-breaking decision, the faculty at the college had me teach several sessions of senior-level courses in Psychology, Political Science and Anthropology while I was still a sophomore. I was invited to deliver seminars to doctoral students in Psychology at the University of Bombay while I was still an undergraduate student at St. Xavier's College.

**RESEARCH**

**Scholarly Publications**

**Srikantia, Param** (2021). "Tojo Thatchenkery: Concept Champion, Engaged Educator and Passionate Practitioner" in Szabla, D, William Pasmore and M. Barnes (Eds.). Palgrave MacMillan Great Thinker's of Change Handbook.

**Thatchenkery, T. and Srikantia, Param** (2021). "Phil Mirvis: Fusing Radical Humanism and Organizational Spirituality in a Boundaryless Career" in Szabla, D,

William Pasmore and M. Barnes (Eds.). Palgrave MacMillan Great Thinker's of Change Handbook.

**Srikantia, Param**, Parameshwar, Sangeeta and Heineman-Pieper, Jessica (2009). Poverty Alleviation in International development: A Case for Resurrecting the Human as Subject, *Vikalpa*, Vol 34, No.2.

**Srikantia, Param** and Sangeeta Parameshwar (2008). Spiritual Anchors in the Troubled Waters of Globalization: A Philosophical Framework for Global Organizing. *The International Journal of Interdisciplinary Social Sciences*, Volume 2, Issue 6, pp.223-234.

Krentzman, Amy. R., **Srikantia, Param.**, Chiechi, J., Dang, V., Ellington, M., Gattis, M., Gruber, D., Kuwahara, N., Lee, G. P., Segundo, L. (2005). Threats to the beleaguered administrator: Love, mission, and camaraderie. Reflections: Narratives of Professional Helping.

**Srikantia, Param** and Bilimoria, Diana. 1997. Isomorphism in Organization and Management Theory, Organization and Environment, 10, 4, 384-406. Sage Publications lists this paper among the 50 most frequently cited research papers on organization and environment.

**Srikantia, Param** and Pasmore, William. 1996. Conviction and Doubt in Organizational Learning. Journal of Organizational Change Management, 9, 1, 42-53.

**Srikantia Param** and Fry, Ronald. 2000. Appreciative Capacity Building: Self-Referential Technology of Organizational and Community Transformation, Global Social Innovations, Winter 2000, 1, 3, 38-48.

**Srikantia, Param** and Parameshwar, Sangeeta. 1995. Organizations of the Future: Portraits and Emerging Trends. Journal of Psychological Practice, 1, 4, 202-215.

### **Refereed Scholarly Presentations**

Rassooly, Ariana and **Param Srikantia** (2023). "Realigning Management with Social Justice: A Case for Exploring the Hidden Levers of Transformation". Paper accepted for presentation at the peer reviewed Management & Social Justice Conference, New School, New York City, April 26-29.

**Srikantia, Param**, Kara Rubaker and Ariana Rassooly (2023). "Searching for the Missing Pieces in Healthcare's Quality Assurance/Quality Management Puzzle". Paper accepted for presentation at the peer reviewed Management & Social Justice Conference, New School, New York City, April 26-29.

**Srikantia, Param (2022).** “Five Paths to Enlightened Presence: Being the Candle that Lights Other Candles”. Presentation at the PDW, “Enhancing Group Mindfulness and Coherence: Practices for Connectedness and Celebrating Differences” at the Annual Academy of Management Meeting, August 2022.

**Srikantia, Param (2021).** “The Manager as Enlightened Presence”, paper presentation at the PDW “The Art and Practice of Consciousness-based Transformation” co-chaired by Param Srikantia and Tojo Thatchenkery, Annual Academy of Management Meeting, August 2021.

**Srikantia, Param (2021).** “Mental health impact of the Pandemic on Human Alienation”. Paper presentation at the PDW “Applications of Mindfulness in Post-pandemic Era” co-chaired by Param Srikantia and Tojo Thatchenkery, Annual Academy of Management Meeting, August 2021.

**Srikantia, Param (2018).** “Under the Canopy of Eastern Wisdom; The Mentor as an Enlightened Presence”, paper presentation at the symposium “An Architecture of Mentoring: Integrating Global Wisdom & Diverse Perspectives for Wellbeing”, Annual Academy of Management Meeting to be held in Chicago, August 2018.

Thatchenkery, Tojo and **Srikantia, Param (2018).** Co Chairing an Academy of Management Symposium “An Architecture of Mentoring: Integrating Global Wisdom & Diverse Perspectives for Wellbeing”, Annual Academy of Management Meeting to be held in Chicago, August 2018.

**Srikantia, Param (2012).** "Structural Violence in the Conversion from Informal to Formal Economies" presentation at the Professional Development Workshop (PDW) at the 2012 Academy of Management, August 3-7, in Boston, Massachusetts.

Heineman-Pieper & **Param Srikantia (2011).** “Appreciative Inquiry as a Challenge to Sustainability”. Paper Presented at the Annual Academy of Management Meeting, Dallas Texas.

Heineman-Pieper and **Param Srikantia (2011).** “The Failure of Western “Development” and the Accession of Alternative Futures”, Presentation at the Professional Development Workshop (PDW) “Imagining Otherwise: Postcolonial Critique and the Search for Alternative Futures”, Annual Academy of Management Meeting, Dallas, Texas.

**Srikantia, Param (2010).** “Spiritual and Mystical Pathways to Transcending the Stalemate in American Health Care” presentation at the Symposium “Restoring Health to U.S. Health Care through Passion & Inspiration.” Annual Academy of Management Meeting, Montreal, Canada.

**Srikantia, Param** (2010). "Economic Collapse: Cross Disciplinary Perspectives from Alienation Theory", presentation at the Professional Development Workshop (PDW) on "Financial Meltdown: Daring Without Caring" at the 2010 Annual Academy of Management, August 6-10, Montreal, Canada.

**Srikantia, Param** and Jessica Heineman-Pieper (2009). Voices of Transformational Leaders. Presentation at the Professional Development Workshop (PDW) on "Critical Difficulties for Critical Teachers: Injecting Critical Perspectives into the Business Classroom" at the Annual Academy of Management Meeting, August 2009, Chicago.

Elizabeth Kucinich **and Param Srikantia (2008)**. The Mystery of the Monetary System: The Unseen hand in the Environmental Debate. Presentation at the All Academy Symposium, Annual Academy of Management Meeting, 2008, Anaheim, California.

**Param Srikantia (2008)**. The Loss of 'Being' in the Pursuit of Global Economic Gain. Presentation at the Professional Development Workshop (PDW) at the Annual Academy of Management Meeting, 2008, Anaheim, California.

**Srikantia, Param** and Jessica Heineman-Pieper (2007) "Excellence in Transnational Knowledge Work: Lessons from a Counter-Establishment Global Social Change Organization," Paper presented at the 2007 Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

**Srikantia, Param** and Sangeeta Parameshwar (2006). Applying Appreciative Inquiry to Poverty Alleviation at an International Financial Institution: Paper presented at the international peer-reviewed conference convened by the Academy of Management and The United Nations Global Impact, October 2006.

**Srikantia, Param**, Peter Rea and Sangeeta Parameshwar (2005). The World Social Forum: Leveraging Spiritual Capital to Combat Global Domination by Financial Capital. Paper presented at the **Academy of Management Meeting**, August 2005, Honolulu, Hawaii.

Peter Rea and **Param Srikantia** (2004). The Art of Strategic Leadership: Coping with Globalization. Paper presented at the **Academy of Management Meeting**, CMS Interest Group, New Orleans, August 2004.

Parameshwar Sangeeta, Peter Rea and **Param Srikantia (2004)**. *Exploring Spiritual Wealth: A Theoretical Voyage*. The submission was one of only three submissions identified as having outstanding publishable potential by the Academy of Management, MSR Interest Group, featured in the invitation-based session "Developing Publishable Research Submissions in Management, Spirituality and Religion", **Academy of Management Meeting** August 2004, New Orleans.

Case, Susan, **Srikantia, Param** and Parameshwar, Sangeeta. 1998. Factors Influencing TQM Implementation in Dual Work-Force Knowledge Work Environments: An Integrative Framework. **Academy of Management**, San Diego, CA, August 1998.

Bilimoria, Diana and **Srikantia, Param**. 1995. Sustainability: The New Horizon of Organizational Excellence, Paper presented at the Inter-divisional Conference of the **Academy of Management**, Cleveland, May 1995.

Freeman, Everette, Salipante, Paul, Weisinger, Judy and **Srikantia, Param**. 1995. Balancing Traditionality and Change in Minority Volunteer Network Development: In-reach and Outreach Strategies. Paper presented at the **Academy of Management**, Vancouver, Canada, August 1995.

Freeman, Everette, McKelvey, Jean and **Srikantia, Param**. 1995. African-American participation in Industrial Relations and Human Resource Faculty Careers. Paper presented at the National Conference of the **Industrial Relations Research Academy (IRRA)**. Washington D.C., January 1995.

### **Book**

15. Srikantia, Param (2010). *The Architecture of Human Greatness: Alternative Visions for Leadership in a Global Era*. VDM Verlag Dr. Müller. Saarbrücken, Germany.

### **Invited Presentations and Applied Scholarship Academic Year 2019-2020**

1. Presentation to 250 R&D Scientists at STERIS Corporation on “Being an Enlightened Presence in a VUCA World” at their Virtual Scientific Conference on Jan 21, 2021.
2. Presentation to 200 HR Professionals at MPhasis, the global software company on “From Competency Development to Consciousness Based Transformation”, Dec 16, 2020.
3. Presentation to 300 professionals from the Federal Reserve Bank of Cleveland at their Annual “Quest for Excellence” Summit on the topic “If Not Me, Then Who?”, September 23, 2020.
4. Presentation to 300 Staff of Ellucian, the global educational software company on Emotional Wellness in a World Falling Apart”, September 23, 2021.
5. Continuing Medical Education Credit seminar to 200 Physicians at the Cleveland Clinic Foundation on “The Anatomy of Alienation: Causes and Cures for a Global Epidemic”, June 19, 2020.
6. Presentation at the Cleveland Clinic Foundation to Social Workers on “Being an Enlightened Presence in Caregiving Contexts”, August 27, 2020.
7. Presentation at the Cleveland Clinic on “The Emotional Architecture of Intimate Relationships”, December 18, 2019.
8. Presentation to 200 attorneys and staff at Jones Day, the world’s largest law firm on “Balancing Caregiving with Self Care”, November 2019.

**Invited Presentations and Applied Scholarship:  
Academic Year 2018-19**

- (a) I was among only 8 presenters selected from 220 people who competed to audition at TEDX Syracuse University for the theme “Shift”. The talk has been recorded on Saturday, April 6, 2019 and will be posted around July 15 joining a global community of TED and TEDX presenters.
- (b) I delivered a daylong seminar at the USDA in their downtown Washington DC Headquarters to their PhD economists facing an imminent layoff on Emotional Resilience amidst Organizational Change on Monday, April 8, 2019.
- (c) Presentation at the Corporate Headquarters of Nestle USA on “The Art of Compassionate Parenting” on March 27, 2019 which was televised in their offices in Seattle and in Washington DC.
- (d) I delivered 8 seminars designed to cause breakthroughs in creativity at the R&D facility of Sherwin Williams to nearly 75 R&D personnel between August 2018 and March 2019.
- (e) The extension of my “Why Life Sucks” methodology and content to healthcare contexts is continuing as I am delivering seminars for physicians, nurses and social workers for CME (Continuing Medical Education) and CEU credits at the Cleveland Clinic, the Veteran’s Administration and the University Hospitals.
- (f) I was invited to speak to the Cleveland Federal Employees Leadership Development program on “Overcoming Obstacles” at the Federal Building Auditorium on May 15, 2019.
- (g) My continuing success as an authority on the classic organizational development interventions (OD) with invitation to speak to OD professionals in multiple locations following the publication of two chapters (one co-authored, one independently authored) for the Palgrave MacMillan Handbook of Great Organization Change Thinkers. I was invited to speak on May 23, 2019 to corporate delegates of IMS (Institute for Management Studies), an international educational organization with hundreds of corporate members in USA, Canada and Europe.
- (h) Delivered the keynote address titled "The Caregiving Conundrum" at the Cleveland Clinic's Annual Health Sciences Award Ceremony, May 31, 2018.
- (i) Delivered the presentation to GE Employees at Neela Park on “Personal Resilience in Turbulent Times” on May 31, 2018. This was videotaped by GE for broadcasting to their offices at other international locations.
- (j) Invited to speak at the Annual Departmental Retreat for the Finance Department and the Treasurer’s Office of University Hospitals on “Why Life Sucks” on June 6, 2018.
- (k) Presentations to two cohorts of High School students exploring health care related careers organized on BW Campus in Summer 2018.

**Academic Year 2017-18**

1. Baldwin Wallace MBA Association and BW Alumni Relations: Developed and delivered 10 new groundbreaking public seminars (from 2012-2017 and continuing) attended by over 25000 participants dealing with a broad variety of challenges associated with the development of human potential. Seminars widely attended by BW alumni and

their friends in a variety of professions and a diverse range of private, public and non-profit organizations.

2. Delivered a stress management session at the Federal Building auditorium to over 300 attendees from the Cleveland Federal Leadership Development program titled "Release the Pressure" on May 16, 2018.

3. Delivered a keynote address at the Defense Finance and Accounting Services (DFAS) on "Unite Our Vision by Working Together" on May 9, 2018.

4. Presentation to the mentors and around 50 students enrolled in the enrichment program run by the non-profit Mind's Matter. April 28, 2018.

5. Developed and presented a new full day seminar, to 40 participants from some of Canada's largest firms on "Overcoming Anger, Stress and Anxiety" received a mean rating of 6.8 on a 7.0 scale making it the most successful IMS seminar in several years in Toronto on March 22, 2018.

6. Presentation to the entire HR Department at the Federal Reserve Bank of Cleveland on "Mindful HR interventions", March 9, 2018

7. Presentation to a group of 75 Directors of Financial Aid Offices from all the Universities in Ohio at their meeting in Columbus in a two hour stand up comedy on Mindfulness in Management, February 15, 2018

8. Federal Reserve Bank of Cleveland. "Mindfulness: A Step Beyond Emotional Intelligence", presentation to 300 participants at the Annual Retreat in Cleveland, September 26, 2017.

9. General Electric Company. "Leadership Lessons for Women". Presentation to 250 women in GE scheduled for October 10, 2017, Cleveland, Ohio. Pilot presentation completed at the GE Lighting Headquarters at Nela Park, Cleveland in July 2017.

10. Presentations to two cohorts of High School kids from the Boys and Girls Club of America and Boys Hope, Girls Hope who visited BW. Presentation to two cohorts High School students seeking Health Care careers who attended a program at BW. In June-July 2017, I reached around 100 inner city high school kids through these presentations at BW.

11. Cleveland Clinic Foundation. The Divisions of Pediatric Hematology and Oncology. Presentation at the Annual Retreat. "Mindfulness Techniques in Coping with Grief" Friday, June 9, 2017.

12. Cleveland Clinic Foundation. "Mindfulness Treatment Approaches to Enhance Patient Care Experiences". Presentation to nearly 500 participants at the Cleveland Clinic Foundation, Bunts Auditorium. Televised at all satellite hospitals in the Cleveland area and in Florida. Seminar approved for CEU Credits. Tuesday February 21, 2017.

13. Cleveland Clinic Foundation. “Mindfulness Treatment Approaches to Enhance Patient Care Experiences”. Presentation at the Castele Auditorium, Cleveland Clinic Foundation Lutheran Hospital. Approved for CEU Credits. Monday February 20, 2017.

14. Cleveland Clinic Foundation. Physician Grand Rounds Presentation to Internal Medicine Physicians for which participants were awarded Continuing Medical Education Credit on “Mindfulness Revolution in Medicine”. April 12, 2017.

15. NASA Glenn Research Center. Keynote Address “Uniting Our Voices and Speaking Together”, Tuesday May 9, 2017.

16. Cleveland Federal Board. Presentation to around 200 managers and staff drawn from all the Federal Agencies in Cleveland on the theme “It’s Time to Make Your Move” Received a standing ovation at the end of the presentation on Wednesday, May 24, 2017.

#### **Academic Year 2016-17**

18. Cleveland Federal Leadership Institute. Keynote Address at the 20<sup>th</sup> Annual Graduation ceremony of the 2016 cohort of the leadership program for the CLFED, a conglomeration of all the Federal Agencies in Cleveland. Cleveland, Ohio. June 28, 2016.

19. NASA Glenn Research Center. Keynote Address “Celebrating Multiculturalism: Food for Thought” at the Multicultural Day celebrated in Cleveland, Ohio, November 17, 2016.

20. Case Western Reserve School of Medicine. “Caregiving and the Mindfulness Revolution.” Presentation at the Case Western Reserve School of Medicine Grand Rounds, Dec 2, 2016. Cleveland VAMC-Wade Park, Cleveland.

21. Veteran’s Administration Medical Center (VAMC), Presentation on “Caregiving and the Mindfulness Revolution.” October 12, 2016. Cleveland VAMC-Wade Park, Cleveland.

22. Veteran’s Administration Medical Center (VAMC), “Why Life Sucks: Enjoying the Lightness of Being”. Presentation to 40 New Nurse Supervisors at the Cleveland Veteran’s Administration (VA), . Cleveland VAMC-Wade Park, Cleveland.

23. Buckeye Health Plan. Three full day seminars on “Change Management and Personal Resilience” delivered to Nurses and Nurse Administrators at the Buckeye Health Plan in their offices at Akron and Toledo., Sept-Oct 2016.

24. Buckeye Health Plan. “Employee Engagement in Healthcare Organizations”, presentation at a Conference of Buckeye Health Systems, Akron, Ohio. Sept. 2016.



25. Forest City Enterprises. “Why Life Sucks: Enjoying the Lightness of Being”. Presentation to around 50 Women in Forest City at Forest City Enterprises, Public Square, Cleveland, Ohio. January 4, 2016.

26. Bendix Corporation. Keynote address on “Creativity at Work” delivered at the Women in Bendix Annual Conference, Elyria, Ohio, May 19, 2016.

27. Internal Auditors and Forensic Accountants and Fraud Examiners conference “The Architecture of Fraud: Psychological and Spiritual Perspectives”, presentation at the conference in Cleveland, February 1, 2016.

28. Institute for Management Studies. “Beyond Emotional Intelligence: The Manager as Enlightened Presence”. Designed and delivered 5 full day seminars for the Institute of Management studies (IMS), an international training organization that features cutting edge thinkers on leadership and management for corporations in Boston, Chicago, Pittsburgh, Cincinnati and Cleveland earned ratings of 6.5 to 7.0 on a 7.0 point scale on both, effectiveness of speaker and value of content. February to September 2016.

29. Advisory Board Meeting, Institute for Management Studies. “The Art of Mindful Management”: I was among 5 presenters selected internationally from several hundred by the Institute of Management Studies (IMS). Delivered this presentation to corporate associates and members of IMS drawn from 26 cities around the world at the IMS Advisory Board Meeting, San Francisco, June 2016.

30. Interior Landscaping professionals National Convention. Keynote address “Inner Landscaping: Dealing with the Peaks and Valleys of Work life” delivered at the National Conference of Interior Landscaping Professionals, Longwood Gardens, Philadelphia, April 2016.

#### **Before 2016**

31. PLANET Green Industry Conference. “Leadership in an Era of Economic Despair” Presentation at the PLANET Green Industry Conference at Louisville, Kentucky, November 2009.

32. PLANET Green Industry Conference. “Global Voyages” Presentation at the PLANET Green Industry Conference at Louisville, Kentucky, November, 2009.

33. PLANET Green Industry Conference. “Leadership Breakthroughs in a Global Era”, Presentation at the PLANET Green Industry Conference at Louisville, Kentucky, November 2008.

34. PLANET Green Industry Conference. “Learning from Nature; Peaks, Valleys and Plains of Leadership”. Presentation at the PLANET Green Industry Conference at Louisville, Kentucky, November, 2008.

35. Rubber in The Americas: An International Conference of the Rubber Industry. “The Architecture of Breakthroughs in an Era of Globalization”. Presentation at the rubber industry conference “Rubber in the Americas; Impulses for a Resilient Strategy”. Pittsburgh. August 2006.

36. American Monetary Institute. “Teaching Business Students to Question the International Monetary System: Critical Inquiry in the Graduate Business Classroom”. Presentation at the Annual Monetary Reform Convention of the American Monetary Institute, Chicago, September 2006.

37. Case Western Reserve University. “Conflict and Consensus in Orientation to Social Change: The Role of the World Bank”. Respondent at the Fourth Annual Hermen D. Stein Lectureship in International Social Welfare. Mandel School of Applied Social Sciences, October 2001.

38. United States Agency for International Development. “Debunking the Myth of International Development: Toward a Radical Reconstruction of International Realities”. Inaugural Session at the Organizational Excellence Program, New York sponsored jointly by a cooperative arrangement between the United States Agency for International Development and the Weatherhead School Of Management for leaders of international organizations.

39. United States Agency for International Development. North-South Inter-organizational Partnerships: “The Underlying Dynamics of Global Machiavellian Domination”. Presentation at the Executive Program in Global Social Change, Alabama sponsored jointly by the United States Agency for International Development and Case Western Reserve University for 40 leaders of international organizations drawn from 25 countries.

40. Case Western Reserve University. “Developing Managerial Competence”. Presentation to the participants of the exchange program fro European Managers sponsored by the Cocoa Cola Foundation and held at the Weatherhead School of Management, Cleveland, Ohio.

41. United States Agency for International Development. “Shifting Our Paradigms and Expanding our Capacity for Action”. Presentation at the Executive Certificate Program in Global Social Change, Alabama, sponsored jointly the United States Agency for International Development and Case Western Reserve University for 40 leaders of international organizations drawn from 30 countries.

42. United States Agency for International Development. “Expanding Our Horizons as Leaders: An Ontological Approach to Personal and Organizational Capacity Building”. Presentations made in Harare, Zimbabwe to 50 participants from African, Asian, European, South American and U.S. based nongovernmental organizations at the Conference on Inter-organizational Partnerships sponsored by USAID. CWRU and CRS.

43. United States Agency for International Development. “Application of Appreciative Inquiry to Inter-organizational Partnership Formation”. Presentations made in Harare, Zimbabwe at the conference On Capacity Building sponsored jointly by USAID, CWRU and CRS for nongovernmental organizations in Africa.

44. United States Agency for International Development. “Appreciative Inquiry and Transformational Leadership”. Presentation made to 25 international women global social change leaders from 25 countries at Washington D.C. and sponsored by CEDPA, an international organization working on population issues internationally.

45. Case Western Reserve University. “Abilities of Superior Performing Engineers and Scientists”. Presentation to fifty managers in engineering companies in the Cleveland area In workshop “Business Skills for Engineers” organized by the Engineering School, Case Western Reserve University.

### **OTHER RESEARCH EXPERIENCE**

**Judge, Academy of Management Case Study Competition 2009:** I was one of the Judges for the Academy of Management, “Dark Side of Capitalism” International Case Study Competition convened by the Critical Management Studies Division.

**Judge, Academy of Management, Best Doctoral Dissertation Competition 2009:** I was one of the Judges for the Academy of Management, “Best Doctoral Dissertation” Competition convened by the Critical Management Studies Division.

**Chair, Peer Reviewed Paper Proceedings** of the Organizational Change and Development Division at the Annual Academy of Management, New Orleans, 2004. Invitation extended by Dr. George Roth, Professor, Sloan School of Management, Massachusetts Institute of Technology.

**Reviewer of Scholarly Papers** submitted to the Organizational Change and Development Division, Academy of Management, 2003-2004, *Journal of Management Education*, *Journal of Organizational Change Management* and *Action Research*.

### **Teaching Experiences**

#### **PROFESSOR, BALDWIN-WALLACE UNIVERSITY.**

**August 2001-Current.**

Teaching a variety of courses at the Graduate (MBA), Executive MBA, Health-care MBA, International MBA and Undergraduate Programs in the Division of Business Administration at Baldwin-Wallace University. Elected Faculty Chair of the Division of Business Administration Fall 2004 & Spring 2005 Sessions. Recipient of the **Faculty Excellence Award** by the Beta Upsilon Chapter of the Alpha Sigma Lambda, the Honor Society for Adult Learners. Promoted to Full Professor and Tenured in August 2007.

Developed and delivered 10 new groundbreaking public seminars attended by nearly 7000 participants dealing with a broad variety of challenges associated with the development of human potential. Seminars widely attended by a wide variety of professionals including attorneys, social workers, entrepreneurs, health care professionals from leading hospitals as well as by employees and managers of a diverse range of private, public and non-profit organizations.

**LEAD INSTRUCTOR, WEATHERHEAD SCHOOL OF MANAGEMENT, CASE WESTERN RESERVE UNIVERSITY.**

**June 1997 – May 2001.**

Independently responsible for delivering the flagship Management course for the MBA Program at the Weatherhead School of Management, Case Western Reserve University as Lead Instructor for 8 semesters, leading a team of 3-5 facilitators each time. The course on Managerial Competency Assessment and Development is a semester long class bringing together conceptual readings, experiential exercises, 360 degree feedback and educational testing in a self directed learning process designed to promote the development of 22 critical managerial competencies associated with superior performances in organizations. **My instructions for Summer 2000, Fall 1998 and two sections in Fall 1999 have been the four highest ratings ever recorded in the ten years that the course has been in existence.**

**FACILITATOR, WEATHERHEAD SCHOOL OF MANAGEMENT, CASE WESTERN RESERVE UNIVERSITY, CLEVELAND.**

**August 1995 – June 1997**

Assisted the Lead Instructor in the delivery of the core MBA Course on Managerial Competency Assessment and Development, providing ongoing coaching, facilitation and lecturettes to learning groups of 18-20 students while selectively delivering plenary level presentations. Facilitated 8 consecutive semesters; promoted to Lead Instructor in June 1997 (see above).

**TEACHING ASSISTANT, WEATHERHEAD SCHOOL OF MANAGEMENT, CASE WESTERN RESERVE UNIVERSITY, CLEVELAND.**

**August 1994 – July 1995**

Provided teaching support and graded papers for MBA Courses in Organizational Behavior and Analysis for four semesters; Fall 1994, Spring 1995, Summer 1995 and Spring 1996.

**INSTRUCTOR, DEPARTMENT OF MANAGEMENT AND ORGANIZATIONS, UNIVERSITY OF IOWA, IOWA CITY.**

**August 1992 – July 1994**

Responsible for independently delivering the core undergraduate course on Administrative and Operations Management to two sections of 40-50 students for five consecutive semesters; Fall 1992, Spring 1993, Summer 1993, Fall 1993, Fall 1994 and Spring 1995.

**INSTRUCTOR, JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT,  
UNIVERSITY OF BOMBAY, BOMBAY.**

**June 1991 – June 1992.**

Independently responsible for delivering the Personnel Management Course in the MBA Program of this Business School that was rated among the top 3 in the nation. Each year only 50 students were admitted to this selective MBA Program out of a national pool of 10,000 applicants. Also delivered a ten session workshop to senior officers of the Indian Army (including the rank of General) on Leadership and the Management of Human Resources.

**INSTRUCTOR, UNIVERSITY OF BOMBAY.**

**June 1989 – June 1991**

Independently responsible for delivering courses in Personnel Management, Research Methodology, Organizational Behavior and Administrative Management at the MBA Program of the University of Bombay at the three of its Business Schools.

**Research Experiences**

**INVESTIGATOR, NATIONAL SCIENCE FOUNDATION GRANT. January 1996  
– December 1997.**

Developed a TQM Transformation model (subsequently presented as a co-authored paper at the Academy of Management Conference 1998) focusing on TQM in knowledge work environments through a comprehensive literature review and the analysis of TQM data collected at the NASA Lewis Research Center, Cleveland, Ohio.

**GRADUATE RESEARCH ASSISTANT, MARKETING AND POLICY STUDIES  
DEPARTMENT, CASE WESTERN RESERVE UNIVERSITY.**

**August 1994 – January 1995.**

Participated in research design, instrument development, data collection and analysis and co-authored papers on two major research projects in the department on African American Participation in Faculty Careers and Balancing Traditionally and Change in a non-Profit Organization.

**PROGRAM OFFICER, UNITED STATES AGENCY FOR INTERNATIONAL  
DEVELOPMENT (A USAID- CASE WESTERN RESERVE UNIVERSITY  
COLLABORATION)**

**January 1995 – July 1999.**

Carried out research on Capacity Building among international development organizations in nearly twenty five countries, an effort that culminated in a co-authored working paper for the Social Innovations in Global Management (SIGMA) at the Case Western Reserve University and the GEM Institute.

**PROFESSIONAL INTERNSHIP, ARTHUR ANDERSEN & CO.**

Authored the following Professional Monographs for Arthur Andersen & Co., Illinois, in a project designed to keep their consultants abreast of emerging themes in the academic and scholarly literature.

- (1) **Srikantia, Param.** 1995. Strategic Planning; an Overview.
- (2) **Srikantia, Param.** 1995. Organizational Development and Change
- (3) **Srikantia, Param.** 1995. Development Managerial and Leadership Skills.
- (4) **Srikantia, Param.** 1994. Organizational Design.

### **DISSERTATION RESEARCH, UNIVERSITY OF BOMBAY.**

**August 1984 – August 1985.**

Conducted a year long research study on Organizational Climate and Alienation at the nation's largest chocolate factory with a sample of 300 shop floor workers and supervisors. The research was the subject of my dissertation completed in partial fulfillment of the Master's Degree in Organizational Psychology, University of Bombay.

### **Business and Organizational Experiences**

#### **CONSULTANT, WORLD BANK, Washington D.C.**

**January 2001- August 2001**

Developed two proposals for thematic workshops on Civic Engagement and Participation in Macroeconomic Planning for the national leadership of several countries in Europe, Central Asia and the African Region. Prepared Background materials, case studies and designed substance and process details for each of the workshops attended by 50 Cabinet and Finance Ministers of the countries.

#### **PROGRAM OFFICER, GEM INITIATIVE (A UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT & CASE WESTERN RESERVE UNIVERSITY PARTNERSHIP).**

**January 1995 – July 1999.**

Designed and delivered workshop sessions and facilitated group learning processes at 15 international workshops sponsored by the United States Agency for International Development (USAID). These workshops were focused on building organizational competence in strategic planning, change management and inter-organizational partnerships among organizations in over 50 countries. I have been among four workshop leaders who travel around the world delivering the programs to communities and organizations.

- Organizational Excellence Program, Mohonk, New York, U.S.A., 2000.
- Executive Certificate Program in Global Social Change, Alabama, U.S.A., 2000.
- Inter organizational partnerships and Capacity Building Workshop, Calcutta, India, 1999.
- Capacity Building and Partnership Workshop, Harae, Zimbabwe, 1999.
- Executive Certificate Program in Global Social Change, Alabama, 1999.
- Executive Certificate Program in Global Social Change, Washington D.C., 1998.
- Capacity Building and Partnership Workshop, Harae, Zimbabwe, 1998.
- Executive Certificate Program in Global Social Change, Seabrook, U.S.A., 1998.
- Executive Certificate Program in Global Social Change, Seabrook, U.S.A., 1997.
- Multinational Strategic Alliance Workshop, New Delhi, India, 1996.
- Executive Certificate Program in Global Social Change, Puerto Rico, 1996.

- Executive Certificate Program in Global Social Change, Cleveland, U.S.A., 1996
- Organizational Excellence Program, Mohonk, New York, U.S.A., 1996.
- Organizational Excellence Program, Mohonk, New York, U.S.A., 1995.

Co-authored the strategic plan for the GEM Initiative through a participatory process involving extensive consultation with the consumers and market segments being served by the organization, carried out research projects on capacity building and designed program evaluation strategies.

**PERSONNEL MANAGER, UNILEVER GROUP IN INDIA, BOMBAY.**

**June 1991 – July 1992.**

Led a ten member departmental team in designing and delivering human resource development interventions on conflict resolution, career planning, personal growth, supervisory skills work and Quality Management for a work force of 2,500 employees in the principal manufacturing facility of the Unilever Group in India, India's largest multinational corporation. Developed a system for determining training needs.

**HEAD, HUMAN RESOURCES DEVELOPMENT, AMERICAN CYANAMID, INDIA, BOMBAY.**

**October 1988 – April 1991.**

Awarded **three in-company corporate recognition awards** for pioneering work in organizational change management and featured as a "Frontrunner" in India's leading business magazine, Business India. Developed and implemented a multi pronged organizational change intervention at the Indian subsidiary of American Cyanamid intended to support the firm's strategic business expansion plans through a network of 50 OD workshops and seminars covering 3,500 employees at all levels of the organization. The awards received in recognition of my contribution were:

- Designed four management development retreats for 60 upper and middle level managers of American Cyanamid's Indian subsidiary on organizational transformation, competitive strategy, cost control and employee development; delivered workshop sessions on these topics.
- Facilitated a seven-day retreat to the CEO and the top management team of American Cyanamid's Indian subsidiary on establishing innovative practices in the company in the areas of organizational development, organizational restructuring, management development, training, performance management and career management.
- Designed and instituted company wide systems and practices at American Cyanamid's Indian subsidiary through individual meetings with over 60 managers in the areas of management development, performance appraisal, training, career planning, managerial selection, managerial job evaluation and team development. Authored the HR Policy Manual for the corporation.

**PERSONNEL OFFICER, VOLTAS LIMITED, BOMBAY,**

**June 1991 – July 1992.**

- Established the Psychological Assessment Center in Voltas Limited, a large diversified Indian organization with a work force of 7,000 members; this became the subject of a case study on innovative management practices documented by the Indian Institute of Management and the business press in India.
- Conducted an extensive evaluation of the management development practices at Voltas Limited and made three presentations to the CEO and Vice Presidents of the company on strategic management development challenges facing Voltas Limited. I was hired by the company as Corporate Personnel Officer at the end of the presentation!

### **CONSULTING INTERNSHIPS, TATA INSTITUTE OF SOCIAL SCIENCES, BOMBAY.**

**January 1985 – December 1987.**

Completed consulting projects involving organizational diagnosis and action planning for the following corporations in India: Cadbury's & Otis Elevators (organizational culture), Siemens (managerial leadership styles), May & Baker & Imperial Chemical Industries (employee grievance management) and National Electronic Company (management by objectives).

### **MISCELLANEOUS ACCOMPLISHMENTS**

- Scripted and Directed three management development video films that were screened at the annual meetings of the International Federation of Training and Development Organizations (IFTDO) and the Forum of Asian Managers, Manila.
- Have supervised several individuals who now occupy senior positions in world-class knowledge work environments such as the London Business School, McKinsey and Co., Pepperdine University, Case Western Reserve University, and the University of Illinois.
- Featured by India's leading business magazine, Business India as a "Frontrunner" and hosted two popular television shows on Bombay Television.

### **POSITIONS HELD IN PROFESSIONAL/UNIVERSITY ASSOCIATIONS**

- Weatherhead School Representative, Graduate Student Senate, Case Western Reserve University (1994 – 1995).
- Student Member, Faculty Senate, College of Business Administration, University of Iowa (1993 – 1994).
- Secretary General, Indian Society for Training and Development, Bombay Chapter, Bombay (1990 – 1991).
- Founding Member, Indian Association of Industrial Psychiatry, Bombay. 1987.
- Member, National Publicity Committee, Indian Society for Training and Development, Bombay. 1990 – 1991.
- Convener, National Convention on "Innovation in Management", Bombay. 1988 – 1989.