

Shailaja Karve PhD

Professor, K J Somaiya Institute of Management

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Educational Background

- PhD in the area of “**Role Stress and Coping with Role Stress As Influencers of Role Efficacy**” from **National Institute of Industrial Engineering (NITIE)**, Mumbai
- Masters in Personnel Management (MPM), **Symbiosis Institute of Business Management (SIBM)**, Pune University
- Masters in Arts (MA Psychology), Mumbai University
- Bachelor of Arts (BA Psychology), Mumbai University

Other qualifications

- Received a certification, “Certified Workplace Big 5” – Centacs India.
- Attended a four-day workshop on certification to use the Wave Profile
- Attended three-day workshop on certification to use Large Scale Intervention Process by School of Inspired Leadership (SOIL)
- Internationally Certified Trainer and Facilitator certified by Institute of Training and Occupational Learning (ITOL) UK.
- Certified in Chally assessment a predictive tool of competencies.
- Trained in Mixed Methods Research from St. Gallens University Switzerland
- Certified Towards Mastery Coach Training

Management Development Programs

- **(a) Training**
- **Human Resources management & Organization behaviour** - Communications Skills Personal Growth Lab, Personal Efficacy, Team building, Team Efficacy, Team Leadership, Problem Solving & Decision making, Stress management , Conflict resolution, Performance counseling, Business communication, Leadership training, Appreciative Inquiry, Mentoring, Managerial Skills, Interpersonal Communication, managerial Counselling, Emotional Intelligence , Personality Development, Goal Setting & Time Management, Personnel Enhancement, Art of Developing Others, Developing the Frontline Leaders, Case Analysis and Case Writing, Train the Trainer

Target audience – Life Insurance Corporation of India (LIC) Reliance Infrastructure Ltd , Reliance India Limited, Larsen & Tubro, Sandoz, Bombay Chamber of Commerce, Godavari Sugars, Bankers Training College, Indian Navy, Bank of Baroda, Power grid, Sardar Patel College of Engineering, & The Institute of Chartered Accountants India & Maharashtra Energy Regulatory Commission, TCS, NTPC, Krupp industries, NITIE, Kokilaben Hospital, Glaxo Smithkline, Mumbai Police, Sun Pharmaceuticals, Insurance Institute of India, Arkiema, Schaeffler India, Jaslok Hospital. Nestle, HDFC securities.

- **(b) Consulting**
- As part of running an Assessment centre and Development centre have experience in being a centre head, designing exercises, identifying and designing the assessment matrix. Have also worked with a colleague in developing the Competency Model.
- **Assessor for Development Centers – target audience – Indian Hotels Co Ltd Taj Group., Lupin, ACG Cognizant, LG, Tietoenator & Go Air- hospitality, Pharma, tourism, MNC consumer durable, a private bank, an IT software development organization.**

- Consulted & created a Organization restructuring exercise for a steel manufacturing organization in Nagpur- Bajaj Steel Industries
- Involved as an interview panelist for recruitment & promotional interviews with Food Corporation of India & Reliance Infrastructure Ltd.
- Organizational Assessment and Training Need Analysis for Maharashtra Electricity Regulation Commission Mumbai
- Organization Restructuring and Role Clarity. Nagarjuna Petrochemicals Limited Cuddalore Tamil Nadu

Work Experience - Total – 26 years

(a) Managerial – 5 years

- Associated as Head for, Training and Development, Initiated OD interventions and implemented it in GEC Alstom, during 1995-1999.
- Psychologist role @ Krupp Industries Pune Ltd, 1992-93.

(b) Academics – 18.5 years

Core – 17

- Currently a Core faculty with K. J. Somaiya Institute of Management Studies & Research, Mumbai since December 2006 till date.
- Faculty at ITM, Kharghar (2004- November 2006)
- Faculty at Defence Service Staff College, Wellington, Connoor (2000)

Core Undergraduate– 3.5

- Faculty at Wadia College, Pune (1992 – 1993)
- Faculty at Ruparel College, Mumbai (1985 – 1988)

Visiting - 04

- Visiting Faculty at Symbiosis Institute of Business Management, Pune (1993 – 1995)
- Faculty at Institute of Rural Management Chandigarh (2001-2002), UBS, Chandigarh (2002-2004)

Publications and Conferences

Book

Role Stress & Coping with Role Stress as Influencers of Role Efficacy map-17 978-3-330-04905-5 LAP LAMBERT Academic Publishing International Dr.Shailaja Karve Shreekumar Nair

Book

Role Stress & Coping with Role Stress as Influencers of Role Efficacy map-17978-3-330-04905-5 LAP LAMBERT Academic Publishing International Dr.Shailaja Karve Shreekumar Nair

Book Chapter

1. 2019, Aparna Pandey & Shailaja Karve, The paradox of the unlikely Women Leader in Contemporary Indian Literature, 2nd International Conference on Challenges in Emerging Economies SIMSR, Conference Proceedings p 144-148 (2019), ISBN No 978-81936405-1-7
2. Aparna Pandey & Shailaja Karve, Understanding the relation between Task Interdependence and Communication Styles , 12th Annual Conference of EuroMed Academy of Business,

- Greece, September 18-20 2019 Thessaloniki, Greece,ISSN: 2547-8516; ISBN: 978-9963-711-81-9, CONFERENCE READINGS BOOK PROCEEDINGS p 1777 -1782
3. (2019) Demystifying Team Dynamics . Conference Proceedings 6th International HR Conference in Teams ISBN - 978-81- 934533-7-7
 4. (2019)Karve S, Pandey A, Lymon D I, Gudivada P, 2019, Team Task Roles and Team Task Roles and Goal, Reward and Resource Interdependence – A new scale, 6th International HR Conference - Demystifying Team Dynamics, pp 285- pp 289 ISBN No: 978-81-934533-7-7
 5. (2019) Pandey A., Karve S (2018), Emergent Communication Styles in Fixed Duration Student Teams – A Qualitative Perspective, Conference Proceedings,1st International Conference on Challenges in Emerging Economies - Perspectives in Qualitative Research, pp 6- pp11 ISBN No: 978-81-934533-7-7
 6. (2019) Pandey A., Karve S (2019), Effect of Tasks, Task Roles and Interdependencies on Team work – A Qualitative Perspective, Conference Proceedings,6th International HR Conference - Demystifying Team Dynamics, pp 201- pp 207 ISBN No: 978-81-934533-7-7
 7. (2019) Pandey A., Karve S, Kotian B, Phanipriya G, Sen Sneha, (2019), New Scale for Team Social Roles, Team Task Types and Interdependencies - Initial Development and Validation, 6th International HR Conference - Demystifying Team Dynamics, pp 241- pp 245 ISBN No: 978-81-934533-7-7
 8. (2019) Pandey A., Karve S, Chauhan M, Jain K, (2019) TbsTI - A Scale for Team Boundary Spanning Roles, Team Task Types and Team Interdependencies, 6th International HR Conference - Demystifying Team Dynamics, pp 246- pp 251 ISBN No: 978-81-934533-7-7
 9. (2019)Karve S, Suryavanshi M, ‘LMS Implementation @Reliance Infrastructure Ltd’- A Team Effort. 6th International HR Conference - Demystifying Team Dynamics, pp 208- pp 212. ISBN No: 978-81-934533-7-7
 10. (2019) Karve S, Gupta K, Teams and Working in Teams-Learning from Practice. 6th International HR Conference - Demystifying Team Dynamics, pp 182- pp 187. ISBN No: 978-81-934533-7-7
 11. (2019) Pandey A., Chopra A, Karve S Manipulating Impressions In The ‘ME’Manipulating Impressions In The ‘ME’Culture, Conference Proceedings 14th SIMSR Global Marketing Conference "MARKETING TO MILLENNIALS", pp 244-pp ISBN No: 978-81-934533-8-4.
 12. (2019) Pandey A, Karve S. , The New Age Flash Teams - The Power of 3, Conference Proceedings, International Conference of Techno Management Trends, pp18-pp19
 13. (2018) Pandey A., Karve S , Emergent Communication Styles in Fixed Duration Student Teams – A Qualitative Perspective, Conference Proceedings,1st International Conference on Challenges in Emerging Economies - Perspectives in Qualitative Research, pp 6- pp11
 14. (2017) Development And Validation Of A Scale For Team Task Roles, Team Task Types And Task Interdependencies BOOK OF CONFERENCE PROCEEDINGS 10th Annual Conference of the EuroMed Academy of Business Proceedings Global and national business theories a practice: bridging the past with the future ISSN: 2547-8516 ISBN: 978-9963- 711-56- 7
 15. (2017) Development And Validation Of A Scale For Team Task Roles, Team Task Types And Task Interdependencies BOOK OF CONFERENCE PROCEEDINGS 10th Annual Conference of the EuroMed Academy of Business Proceedings Global and national business theories a practice: bridging the past with the future ISSN: 2547-8516 ISBN: 978-9963- 711-56- 7
 16. (2013)**Team Role Adjective Differential Scale by Shailaja Karve and Surbhi Gandhi in the Pfeiffer Annual: Consulting(pg 111-122)**
 17. (2015) Linking Emotional Intelligence (EI), Communication and Teams – Review of Research and Challenges for future. Conference Proceedings 2nd International HR Conference in Emotional Intelligence ISBN - 978-93- 84935-12-2

18. (2007) Impact of Culture on Learning Organization Human Resource Management Linkages with Organizational Processes Excel Books
19. (2007) Competency mapping: A Tool for Human Evaluation Human Resource Management Linkages with Organizational Processes Excel Books
20. (2007) Assessment of Competencies: A key to Performance Evaluation. Human Resource Management Linkages with Organizational Processes Excel Books
21. (2006) ' Assessing Organizational Culture through Employee Satisfaction & HR Environment, Managing Human Capital Excel Books
22. (2006) ' Managing Attrition in BPO Industry- Talent Management –A must, Managing Human Capital Excel Books
23. (2006) ' Restructuring as an OD Intervention, Managing Human Capital Excel Books

Cases

1. Karve S., Attavar D. & Sarang N (2015). Case number 415-102-1 'Turnaround of Atos: Total Operational Performance Program' registered with European Case Clearing House.
2. Karve S., Attavar D. & Sarang N (2015). Case number 415-089-1 'Enhancing People Employability at Atos' registered with European Case Clearing House.
3. Karve S., Attavar D. & Sarang N (2015). Case number 415-102-1 'Teaching Note Turnaround of Atos: Total Operational Performance Program' registered with European Case Clearing House.
4. Kshirsagar R. & Karve S. (2012). Case number 412-002-1 'HR Due Diligence: Mergers, Acquisitions & Joint Ventures Case A' registered with European Case Clearing House.
5. Kshirsagar R. & Karve S. (2012). Case number 412-002-8 'Teaching Note HR Due Diligence: Mergers, Acquisitions & Joint Ventures Case A' registered with European Case Clearing House
6. Kshirsagar R. & Karve S. (2012). Case number 412-003-1 'HR Due Diligence: Mergers, Acquisitions, & Joint Ventures in the Asian Subcontinent Case B" registered with European Case Clearing House.
7. Kshirsagar R. & Karve S. (2012). Case number 412-003-8 'Teaching Note HR Due Diligence: Mergers, Acquisitions, & Joint Ventures in the Asian Subcontinent Case B" registered with European Case Clearing House.
8. Karve S., Sharma D. & Kshirsagar R. (2012) Case number 412-017-1 "A Training Center to a Learning Organization – The Journey" registered with European Case Clearing House
9. Karve S., Sharma D. & Kshirsagar R. (2012) Case number 412-017-8 " Teaching Note A Training Center to a Learning Organization – The Journey" registered with European Case Clearing House
10. Maheshwari A. & Karve S. (2011). Case number 411-041-1 'Appreciative Inquiry- The Ceat Experience' registered with European Case Clearing House.
11. Maheshwari A. & Karve S. (2011). Case number 411-041-8 'Teaching Note Appreciative Inquiry- The Ceat Experience' registered with European Case Clearing House

Conference Papers

1. (2019), Aparna Pandey & Shailaja Karve ; The New Age Flash Teams - The Power of 3, International Conference on Techno Management Trends, ITM
2. (2019), Aparna Pandey & Shailaja Karve, Understanding the relation between Task Interdependence and Communication Styles , 12th Annual Conference of EuroMed Academy of Business, Greece, September 18-20 2019 Thessaloniki, Greece, ISSN: 2547-8516; ISBN: 978-9963-711-81-9, CONFERENCE READINGS BOOK PROCEEDINGS p 1777 -1782

3. (2019), Aparna Pandey & Shailaja Karve, The paradox of the unlikely Women Leader in Contemporary Indian Literature, 2nd International Conference on Challenges in Emerging Economies SIMSR, Conference Proceedings p 144-148
4. (2019) Karve S, Pandey A, Lymon D I, Gudivada P, 2019, Team Task Roles and Team Task Roles and Goal, Reward and Resource Interdependence – A new scale, 6th International HR Conference - Demystifying Team Dynamics, pp 285- pp 289 ISBN No: 978-81-934533-7-7
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7. (2019) Pandey A., Karve S, Kotian B, Phanipriya G, Sen Sneha, (2019), New Scale for Team Social Roles, Team Task Types and Interdependencies - Initial Development and Validation, 6th International HR Conference - Demystifying Team Dynamics, pp 241- pp 245 ISBN No: 978-81-934533-7-7
8. (2019) Pandey A., Karve S, Chauhan M, Jain K, (2019) TbsTI - A Scale for Team Boundary Spanning Roles, Team Task Types and Team Interdependencies, 6th International HR Conference - Demystifying Team Dynamics, pp 246- pp 251 ISBN No: 978-81-934533-7-7
9. (2019) Karve S, Suryavanshi M, 'LMS Implementation @Reliance Infrastructure Ltd'- A Team Effort. 6th International HR Conference - Demystifying Team Dynamics, pp 208- pp 212. ISBN No: 978-81-934533-7-7
10. (2019) Karve S, Gupta K, Teams and Working in Teams-Learning from Practice. 6th International HR Conference - Demystifying Team Dynamics, pp 182- pp 187. ISBN No: 978-81-934533-7-7
11. (2019) Pandey A., Chopra A, Karve S Manipulating Impressions In The 'ME' Culture, Conference Proceedings 14th SIMSR Global Marketing Conference "MARKETING TO MILLENNIALS", pp 244-pp 248 ISBN No: 978-81-934533-8-4.
12. (2019) Pandey A, Karve S., The New Age Flash Teams - The Power of 3, Conference Proceedings, International Conference of Techno Management Trends, pp 18-pp 19
13. (2018) Pandey A., Karve S., Emergent Communication Styles in Fixed Duration Student Teams – A Qualitative Perspective, Conference Proceedings, 1st International Conference on Challenges in Emerging Economies - Perspectives in Qualitative Research, pp 6- pp 11
14. (2017) Development And Validation Of A Scale For Team Task Roles, Team Task Types And Task Interdependencies 10th Annual Conference of the EuroMed Academy of Business Proceedings Global and national business theories a practice: bridging the past with the future. Rome, Italy.
15. (2016) 'Constructing a Competency Framework for Faculty of Management and Business Administration using the modified Delphi Technique'. International Conference on Management Education: Looking beyond the Curriculum-What to teach and How to teach. 18th & 19th March, 2016 by XIME Bengaluru, India. (First Prize)
16. (2015) Linking Emotional Intelligence (EI), Communication and Teams – Review of Research and Challenges for future. 2nd International HR Conference in Emotional Intelligence on 22 and 23 January, 2015 by K.J.Somaiya Institute of Management Studies and Research, Mumbai, India.

17. 2015) Case Presentation on “Capability building in a government regulatory firm A, B, C ‘ ‘ in Asian Management Research and Case Conference (AMRC) 2015 held in Universiti Sains Malaysia in Penang Malaysia.
18. (2011) Role Efficacy as a means to enable the Entrepreneurial Role 10th International Entrepreneurship Forum Entrepreneurship and Society: Creating Social, Economic, Cultural and Personal Value Tamkeen, Bahrain Organised by Centre for Entrepreneurship Research, Essex Business School, University of Essex, UK.
19. (2011) Profile of Wealth Managers Competencies for Selection. PATHH- St. Francis Institute of management Studies and Research. Mumbai.
20. Role Efficacy and Coping with Role Stress among Indian Women Entrepreneur Ninth Biennial Conference on The New Frontiers of Entrepreneurship. Entrepreneurship Development Institute, Ahmedabad, India.
21. (2009) “Organizational climate survey and application of its outcomes for optimum workforce management” PATHH- St. Francis Institute of management Studies and Research
22. (2009) “Effect of Psychological empowerment on Experience of Stress and Coping
23. PATHH- St. Francis Institute of management Studies and Research.
24. (2007) Entrepreneurship among budding management Students: A Perspective, Seventh Biennial Conference on The New Frontiers of Entrepreneurship. Entrepreneurship Development Institute, Ahmedabad, India.
25. (2006)Role Efficacy Among Indian Women Entrepreneurs and Executives SFIMAR Research Review Journal of St. Francis Institute of Management & Research
26. (2005) Coping with Role Stress among Indian Women Entrepreneurs & executives. Sixth Biennial Conference on The New Frontiers of Entrepreneurship. Entrepreneurship Development Institute, Ahmedabad, India.
27. (2005)Role Stress among Women Entrepreneurs & executives in India. International Conference on Stress M.G. Kashi Vidyapeeth Varanasi
28. (2005) Stress –A threat to tomorrows Business Leaders. International Conference on Stress M.G. Kashi Vidyapeeth Varanasi

Journal Publications

- 2020 - Pandey A, Karve S, Task Interdependence & Communication Styles in Teams, The Indian Journal of Industrial Relations, Vol. 56, No. 1, July 2020, 167, ISSN 0019- 5286 (C Category)
- 2020 - Gupta k, Karve S, Team Process & Working in Teams: Learning from Practice., The Indian Journal of Industrial Relations, Vol. 56, No. 1, July 2020, 117-130, ISSN 0019- 5286 (C Category)
- 2020 – Pandey A, Chopra A, Karve S, Manipulating Impressions in the ‘ME’ culture: A Study of Millennial Consumers, Journal of Customer Behaviour, 2020, Vol. 19, No. 1, pp.51-72, ISSN1475-3928 print /ISSN1477-6421 (C Category)
- (2019) Pandey A, Karve S, The New Age Flash Teams - The Power of 3, International Journal of Business Insights and Transformation, Volume 12, Issue 2 (April-September 2019) ISSN 0974-5874, p 16 -20
- (2018) Aggarwal-Gupta M, Karve S, Capability Building in a Government Regulatory Firm (A), *Asian Journal of Management Cases* Volume 15, Number 1, March 2018 p 24-33
- (2018) Karve S, Aggarwal-Gupta M, Training Need Analysis In a Government Regulatory Firm (B), *Asian Journal of Management Cases* Volume 15, Number 1, March 2018 p 34-49

- (2018) Karve S, Aggarwal-Gupta M, Training Delivery and Evaluation for a Government Regulatory Firm (C). *Asian Journal of Management Cases* Volume 15, Number 1, March 2018 p 50-58
- (2017) Pandey A, Karve S, Understanding the Relationship of Team Roles and Communication in team task, *International Journal of Business Insights and Transformation*, Volume 11, Issue (October 2017-March 2018) ISSN 0974-5874, p 22 -29
- (2013) Karve S, Gandhi S, Team Role Adjective Differential Scale, *The 2013 Pfeiffer Annual: Consulting*, p 111- 122
- 2011 Karve S, Nair S K, (2011) Role Efficacy a means to enable the Entrepreneurial Role 10th *International Entrepreneurship Forum , Tamkeen, Bahrain, 9-11 January 2011.*
- (2010) Karve S, Nair S K, A Study of Role Stress and Role Efficacy among Indian women Executives *International Journal of Arts and Sciences* 3(12): 57-85. CD-ROM. ISSN: 1944-6934
- (2010) Karve S, Nair S K, Role Stress & Coping with Role Stress Among Indian Women Executives *International Journal Of Arts And Sciences* 3(13): 542-573. CD-ROM. ISSN: 1944-6934

Funded Research Projects

National HRD Network Bangalore Chapter had assigned funded research for 2020 in November 2019 for a year with Rs 75000/ as funds for expenses. The project titled ‘Team Role Structure In Organizational Work Teams - Development of a Scale’was submitted in December 2020, Presented and approved in March 2021
[HTTPS://RESEARCH.SOMAIYA.EDU/EN/VIEW-PROJECT/165](https://research.somaiya.edu/en/view-project/165)

Current Job

Working with the K.J. Somaiya Institute of Management Studies and Research since December 2006

- Recognised as PhD guide in the Faculty of Management under Somaiya Vidyavihar University.
- Area Chairperson OB & HR since April 2021
- Program Coordinator MBA-HR since July 2020
- Faculty in OB & HR area since December 2006

Courses Taught Current – Organizational Behaviour, Human Resources Management, Competency Management, Learning & Development, Human Resource Development, Organization Development, Change Management & Learning Organization

Courses Taught Past - Human resources planning and audit, Personnel Assessment & Psychological Testing.

Workshops Conducted- Personal Growth Lab (Personal Effectiveness/Personal Branding), Leadership Lab.

Additional roles

- Chairperson Admission Committee since 2015.

- Chairperson Convocation committee.
- Member PR committee
- Member Plagiarism committee.
- Initiated the MDP cell on campus and was chairperson of MDP and Consultancy 2007- till 30th September 2013.
- Was member disciplinary committee 2009 till 2012.
- Was member of admissions committee 2007-2009

Institutional Affiliations

- Member, National HRD Network
- Member Indian Society for Training and Development (ISTD).

Academic affiliations

- Accredited as Management teacher with “All India Management Association.”
- Recognized as a Management teacher with Mumbai University for MMS, MMM, MFMM, MHRDM & MIM
- Engaged as a paper setter and examiner for Mumbai University MA Industrial Psychology 2010- 2014.
- Project guide Indian Society for Training and Development (ISTD). 2008 till date.
- Sessions Chair for Teaching with Indian Cases for 3rd Indian Academy of Management (IAM) Conference from 12-Dec-2013 to 14-Dec-2013 at IIM A.
- Anchor the Panel Discussion on Learning Organization during International Conference on - Transforming into Learning Organization: Linking the Present with the Future held on 3rd-4th January 2014 in K. J. SIMSR.
- Convener of the **2nd International HR Conference in Emotional Intelligence on 22 and 23 January, 2015** by K.J.Somaiya Institute of Management Studies and Research, Mumbai, India in association and organizer of 1-day pre-conference workshop on Emotional Intelligence which will be facilitated by the distinguished **Dr. David Caruso of Yale University**. Dr. Caruso is well-known for the MSCEIT model of Emotional Intelligence.
- Convener of the **6th International HR Conference in Dymystifying Teams 1st and 2nd February , 2019** by K.J.Somaiya Institute of Management Studies and Research, Mumbai, India in association and organizer of the 1-day pre-conference workshop on “**Theory building and doing research that is useful for practice**” which will be facilitated by the distinguished **Dr. Ramon Rico from The University of Western Australia**. . Dr. Rico is known for his research on Teams and teamwork which was evident from his keynote address on "Team Adaptation in Complex Environments: Lessons from Practice, Evidence from Research, and Challenges for the Road ahead"