

DR M. K. RAO

Phone: 91-9458117516

Email: mkrao@hss.iitkgp.ac.in

EDUCATION

Associate Professor-HR & OB

Dept. of Humanities & Social Sciences

IIT Kharagpur, West Bengal-721302

PhD Tata Institute of Social Sciences (TISS), Mumbai

MBA Nagpur University with specialization in HRM

TEACHING EXPERIENCE

S. NO	EMPLOYER	FROM	TO	POSITION
1	IIT Kharagpur	July, 2019	Till date	Associate Professor
2	IIT Roorkee	August, 2012	July, 2019	Assistant Professor
3	NIT Tiruchirappalli	May, 2007	August, 2012	Assistant Professor (Regular)
4	NIT Warangal	May, 2001	April, 2007	Lecturer (Ad-Hoc)

AREAS OF RESEARCH

Competency Management, Sustainable HRM, CSR, Intellectual Capital, Strategic HRM

COURSES TEACHING

Applied Organisational Psychology
Management of Change
Personal Growth Lab
Industrial & Labor Law

Strategic HRM
Industrial Relations
Competency Management
Corporate Social Responsibility

RESEARCH REVIEWER (JOURNALS)

1. International Journal of Emerging Markets, Emerald Publishing Limited.
2. International Journal of Management Concepts and Philosophy, Inderscience Publishers.
3. Amity Journal of Management Research, Amity University.
4. Psychological Studies, Springer

CONSULTANCY / PROJECTS

S.NO	PARTICULARS	AGENCY	VALUE
1	Impact Assessment of CSR activities (PI)	THDC, Rishikesh	₹ 2,87,500
2	Impact Assessment of CSR activities (PI)	THDC, Rishikesh	₹ 6,63,000
3	Impact Assessment of CSR activities (PI)	BHEL, Haridwar	₹ 2,50,000
4	An Assessment of health systems responsiveness & availability of medical care for emergency treatment of RTI (PI)	ICMR	₹ 22,44,408
5	Impact Assessment of CSR activities (PI)	GAIL	₹ 8,85,000
6	Impact Assessment of CSR activities (PI)	THDC	₹ 3,54,000
7	Impact Assessment of CSR activities (PI)	GAIL	₹ 2,00,000
8	Impact Assessment of Toilets Constructed Under CSR Projects (PI)	ECL	₹ 24,93,000
9	Evaluation of District Skill Development Planning (DSDP) Awards Under Sankalp programme of MSDE (Co- PI).	MSDE, GoI	₹ 1,39,38,750
10	Data Validation and Verification (Co- PI).	NAAC	₹ 50,00,000
11.	Assam Skill University Management and Operating System Development (Joint- PI).	Asian Development Bank & KPMG	₹ 2,11,69,200
12	Role of Digital India Program for Strengthening the Health System Responsiveness in East and North-Eastern Region: A Comprehensive Assessment using Cross-sectional and a Semi-Experimental Approach(PI)	ICSSR	₹ 14,00,000
13	‘Impact Assessment study of 14 (Fourteen) HPCL CSR Projects - Financial Year 2021-22’ (PI)	HPCL	₹ 24,95,700

PROFESSIONAL CONTRIBUTION

1. IIT Madras, (MS thesis Evaluation).
2. Madurai Kamaraj University, Madurai (PhD Thesis Evaluation).
3. NIT Tiruchirappalli (PhD Thesis Evaluation).
4. JNTU Hyderabad (PhD Thesis Evaluation).
5. M.S. University Tirunelveli T.N. (PhD Thesis Evaluation).
6. SRM University (Doctoral Committee Member).
7. IIIT Raipur (Doctoral Committee Member).
8. Introduced Corporate Social Responsibility and Managing Self and Interpersonal Dynamics courses for Undergraduate and Post-graduate students at IIT Roorkee.
9. Restructured the MHRM curriculum and introduced several emerging HR courses at IIT Kharagpur.
10. Reviewer for the journals of emerald, inderscience, springer, etc.

ADMINISTRATIVE RESPONSIBILITIES

S.NO	YEAR	RESPONSIBILITIES
1	2020-23	Member Council of Deans
2	2021-22	Member UG Induction Committee
3	2020 Ongoing	Faculty Advisor
4	2019 Ongoing	Training & Placement In charge
5	2019 Ongoing	Member DAC
6	2019 Ongoing	Member Research Committee
7	2022 Ongoing	PhD Admission Coordinator
8	2019-22	Admission Coordinator, MHRM
9	2019-22	Member- PhD Admissions Committee
10	2020 Ongoing	Member, Departmental Faculty Recruitment Committee at IIT Kharagpur
11	2018-19	Served as Acting Head, Centre of Excellence in Disaster Management & Mitigation (IIT Roorkee)
12	2018-19	Central Purchase Officer, CCB
13	2017-19	Chief Warden
14	2017-19	Member Library Advisory Committee
15	2017-19	Member, DAC
16	2017-19	Member, CAC
17	2016-19	Member Centre Research Committee
18	2016-19	OC Library
19	2016-19	Member Centre Purchase Committee

PHD SUPERVISED AND AWARDED (9 COMPLETED - 4 ONGOING)

S.NO	TOPIC	SCHOLAR	REG. YEAR
1	Organizational Justice: Antecedents and Impact On Knowledge Sharing Behaviour	Vandana Tamta	2013
2	CSR and its impact on Employee Behaviour: A Study in North East States of India	Deepak Subba	2013
3	Antecedents and Consequences of Sustainable HRM: Empirical Evidence	Nitin Vihari	2014
4	Examining the Influence of Knowledge Elements on Individual Competence	Pooja Kushwaha	2013
5	Predictors and Outcomes of Creativity Components: A Study in Indian PSUs	Pratibha Verma	2013
6	Effects of Intellectual Capital On Performance: Examining the Role of Mediators	Bindu Singh	2013
7	Ethical Leadership and Social Innovation Tendency: A Study of Social Enterprises	Palavi Pasricha	2014
8	Antecedents and consequences of Employee Voice behaviour	R. Prince	2017
9	A study of the CSR in corporate hospitals in Eastern India	Mousami Banerjee	2013
10	Impact of Strategic HRM on Employee Performance	Shivani Srivastava	2020*
11	Antecedents and consequences of the paradox mindset of leaders in Indian Organisations	Soumanti Sinha	2020*
12	Resonant Leadership and its consequences	Jeevan Vergese	2021*
13	Course work completed	Sekhar Pal	2023*

*Ongoing

POST GRADUATE RESEARCH PROJECTS

1. Supervised 67 MBA and 13 MHRM Research Project Dissertations.
2. Supervised 2 M. Tech. Dissertations.

INSTITUTES VISITED

INSTITUTE VISITED	PURPOSE OF VISIT	DATE
The International Conference on Business, Internet, and Social Media	International Conference, Tokyo, Japan	August, 2017
ISBITM Indonesia	International Conference	January, 2015
James Cook University	International Conference, Singapore	March 2023

PERSONNEL DETAILS

Father's Name : Late.M. S. Rao
Date of Birth : 28-04-1977
Marital Status : Married
Languages Known : English, Hindi, Marathi, Tamil, Telugu.

PUBLICATIONS

Book Chapters

1. Prince R., Vihari, N.S., & Rao, M.K. (2021) 'Examining the Effects of Sustainable HRM on Employee Work Wellbeing: The Role of Voice Behavior and Trust in Management' Managing Risk and Decision Making in times of Economic Disruptions and Distress: A Collective Study (Volume 108, Emerald, Scopus). Accepted
2. Singh, B., Verma, P., & Rao, M. K. (2017). *Influence of Individual and Socio- cultural Factors on Entrepreneurial Intention. Entrepreneurship Education: Experiments with Curriculum, Pedagogy and Target Groups*, pp: 149-169. Springer.
3. Singh, B. & Rao, M. K. (2014). *Exploring the Linkages between Human Resource Configuration and Knowledge Management Process: A Strategic Human Resource Management Perspective. In Managing in Recovering Markets*. pp. 295-302. Springer India.
4. Singh B., Verma P., & Rao M K., (2016). *Exploring the Linkages of Knowledge Management Process and Dynamic Capability. In Excellence in HRD for sustainable Growth*. Excel publications.
5. Pooja Kushwaha and M.K. Rao (2016). *Organizational Culture, Learning Behavior and Commitment level: Identifying key Performance drivers, In Emerging Challenges in HR: VUCA Perspectives*, pp.85-96. Emerald.

Journal Publications

1. Rao, M.K., Sinha, S. (2024). Paradoxical Leadership and Psychosocial Prosperity in a sample of IT Sector Employees: Empirical evidence from India, *Journal of Happiness Studies*. (under review) **(ABDC ranking: B)**.
2. Srivastava. S. Rao, M. K. (2023). From the Lenses of Human Resource Management Pillars of sustainable development: a literature review and conceptual framework. *The Electronic Journal of Information Systems in Developing Countries*. (under review). **(ABDC ranking: B)**
3. Srivastava. S. Rao, M. K. (2023). Impact of Strategic Human Resource Management, High-Performance Work Systems on Employee Performance: A Moderated Mediation Model. *Evidence-based HRM* (under review) **(ABDC ranking: B)**.
4. Srivastava. S. Rao, M. K. (2024). Impact of High-Performance Work System on Employee Performance: Organizational Environment as Moderator and Perceived Organisational Support as a Mediator. *Foresight* (under review) **(ABDC ranking: B)**.
5. Rao, M.K., Sinha, S. (2023). Influence of generic paradoxical tensions on employee turnover intentions: A mediated moderation analysis of Indian IT Sector. *SCMS Journal of Indian Management*. (RnR)(*Scopus Indexed*).
6. Varghese, J.J. and Rao, M.K. (2024), “Influence of Resonant Leadership on Creative Performance: The Mediating Role of Affective Trust”, *Cogent Business & Management*.. (under review) **(ABDC ranking: B)**.
7. Prince, R. Vihari, Nitin, Udayakumar, Gayatri; Rao, M. K., (2023). The Effect of Interpersonal Conflict on Employee Behaviors - The Role of Perception of Politics and Competence Uncertainty. *Journal of Organizational Effectiveness: People and Performance* . **(ABDC ranking: A)**
8. Sharma, Anil Kumar & Rao, M. K. (2022). Health system responsiveness towards road traffic injuries: A study of select region of Uttarakhand State of India. *Journal of Emergency Practice and Trauma (JEPT)*. (under review)
9. Prince, R., & Rao, M. K. (2021). Efficacy beliefs and employee voice: the role of perceived influence and manager openness. *International Journal of Productivity and Performance Management*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/ijppm-05-2020-0266> **(ABDC ranking B)**.
10. Prince, R. & M. K. Rao. (2020). Voice behavior of Indian IT employees: a moderated mediation model. *International Journal of Organizational Analysis*. Emerald Publishing Limited. DOI 10.1108/IJOA-11-2019-1926. **(ABDC ranking B)**.
11. Vihari, N.S. Rao, M. K. & Doliya, P. (2019). Organisational Learning as an Innovative Determinant of Organisational Sustainability: An Evidence Based Approach. *International Journal of Innovation Management*. Vol. 23, No. 3 (World Scientific Publishing). **(ABDC ranking B)**.
12. Nitin Simha Vihari, MK Rao. (2019). Sustainable HRM as a contextual antecedent of organisational effectiveness—a moderated mediation model. *International Journal of Human Resources Development and Management*. Vol. 19(4) (Inderscience).

13. Pasricha, P. Rao, M.K. (2018). The effect of ethical leadership on employee social innovation tendency in social enterprises: Role of perceived social capital. *Creativity and Innovation Management*. 27:270–280 (Wiley). **(ABDC ranking: B)**.
14. Vihari, N.S., Rao, M.K., & Jada.U. (2018). International Direct and Indirect effects of Sustainable HRM on Organizational Flexibility: A SEM Based Approach'. *Journal of Business Innovation and Research*. Vol. 17 No.1. (Inderscience).
15. Tamta, V., & Rao, M. K. (2017). The effect of organisational justice on knowledge sharing behaviour in public sector banks in India: mediating role of work engagement. *International Journal of Business Excellence*, 12(1), 122. (Inderscience). **(ABDC ranking: C)**.
16. Singh, B., & Rao, M. K. (2017). To Gear Up Firm Performance in Banking Industry: The Role of Dynamic Capability. *Global Business Review*, 18(4), 122. (Sage). **(ABDC ranking: C)**
17. Vihari, N. S., & Rao, M. K. (2017). Business model innovation and organisational mindfulness as determinants of corporate sustainability: an empirical study. *International Journal of Business Innovation and Research*, 13(2), 238-254. (Inderscience). **(ABDC ranking: C)**.
18. Kushwaha, P., & Rao, M. K. (2017). Integrating the Linkages between Learning Systems and Knowledge Process: An Exploration of Learning Outcomes. *Business Perspectives and Research*, 5(1), 11-23. (Sage).
19. Singh, P. K., & Rao, M. K. (2017). HR Practices, Learning Culture and Human Capital: A Study on Indian Business and Professional Service Sector. *Global Business Review*, 18(3), 1-13. (Sage). **(ABDC ranking: C)**.
20. Tamta, V., & Rao, M. K. (2017). Linking Emotional Intelligence to Knowledge Sharing Behaviour: Organizational Justice and Work Engagement as Mediators. *Global Business Review*, 18(6), 15801596. (Sage). **(ABDC ranking: C)**.
21. Prince, R., Vihari, N. S., & Rao, M. K. (2017). Intervening Effects of Ethical Leadership on Employee Voice Behavior: A Conceptual Framework. *Evidence Based Management*, 167-171.
22. Vihari, N.S., & Rao, M.K., & Himani (2017). 'Business Model Innovation and Corporate Sustainability: A Mediated Model'. *Evidence Based Management*, 334- 343.
23. Singh, B., & Rao, M. K. (2016). Effect of intellectual capital on dynamic capabilities. *Journal of Organizational Change Management*, 29(2), 129-149. (Emerald). **(ABDC Ranking: B)**.
24. Singh, B., & Rao, M. K. (2016). Examining the Effects of Intellectual Capital on Dynamic Capabilities in Emerging Economy Context: Knowledge Management Processes as a Mediator. *Emerging Economy Studies*, 2(1), 110128. (Sage).
25. Verma, P., & Rao, M. K. (2016). Organisational performance as a function of creativity

- components and innovation capability: an Indian perspective. *International Journal of Business Performance Management*, 17(1), 44-64. (Inderscience). **(ABDC Ranking: C)**.
26. Vihari, N. S., Singh, B., & Rao, M. K. (2016). Relationship between human capital management and organisational performance: Empirical evidence from select Indian banks. *International Journal of Learning and Intellectual Capital*, 13(1), 126. (Inderscience). **(ABDC Ranking: C)**.
 27. Tamta, V., & Rao, M. K. (2016). The effect of psychological contract fulfilment on organisational justice, work engagement and knowledge sharing behaviour. *International Journal of Management Concepts and Philosophy*, 9(4), 283-305. (Inderscience). **(ABDC Ranking: C)**.
 28. Pasricha, P., & Rao, M. K. (2016). Reviewing the relationship between ethical leadership and proactive CSR and their impact on social innovation: towards a multilevel mediation model. *International Journal of Social Entrepreneurship and Innovation*, 4(3), 183-201. (Inderscience).
 29. Verma, P., & Rao, M. K. (2016). Authentic leadership approach for enhancing innovation capability: a theoretical investigation. *International Journal of Complexity in Leadership and Management*, 3(4), 284-300. (Inderscience).
 30. Kushwaha, P., & Rao, M. K. (2015). Integrative role of KM infrastructure and KM strategy to enhance individual competence: Conceptualizing knowledge process enablement. *Vine*, 45(3), 376396. (Emerald). **(ABDC Ranking: B)**.
 31. Vihari, N. S., Rao, M. K., & Sathish, G. (2015). Confrontations of contingent workforce in Supeready industries: a case study. *International Journal of Teaching and Case Studies*, 6(3), 231-243. (Inderscience).
 32. Vihari, N. S., & Rao, M. K. (2014). Effects of organisational ambidexterity and change for sustainability on organisational effectiveness: empirical evidence from India. *International Journal of Sustainable Strategic Management*, 4(4), 376-388. (Inderscience). **(ABDC Ranking: C)**.
 33. Rao, M. K., & Palo, S. (2009). Identification of Managerial Competencies for Establishing a Conceptual Framework for HRD Practitioners. *Asia Pacific Business Review*, 5(4), 56-69. (Taylor & Francis). **(ABDC Ranking: B)**.
 34. Vihari, N.S., & Rao, M.K. (2017). 'Antecedents and Consequences of Sustainable Human Resource Management: Empirical Evidence from India', *Jindal Journal of Business Research*, 7(1) 61–85. (Sage).

International Conferences

1. Varghese, J.J. and Rao, M.K. (2023), Leadership in a Deglobalised Digital World: Unraveling Affective Commitment and Exploratory Innovation (December 28, 2023). International Society for Data Sciences and Innovation – Global Conference IIM Ranchi – 2023.
2. Varghese, J.J. and Rao, M.K. (2024), Harmonizing Leadership: Resonance, Commitment, and Vision in Organizational Dynamics. 9th Pan IIM World

- Management Conference IIM Sambalpur – 2024.
3. Rao, M.K. and S.Sinha, Turnover Intentions among Indian IT Sector employees: investigating the roles of generic paradoxical tensions, employee voice behavior and paradox mindset (1st – 3rd March, 2023). Available at https://www.jcu.edu.sg/_data/assets/pdf_file/0011/2039348/2023SEIGOP-Conference-Brochure-Final.pdf
 4. Prince, R and Rao, M. K, Revisiting the LMX – Employee Voice Relationship: A Conceptual Study (December 5, 2020). e-journal - *First Pan IIT International Management Conference* – 2018, Available at SSRN: <https://ssrn.com/abstract=3743385> or <http://dx.doi.org/10.2139/ssrn.3743385>
 5. Prince, R., Vihari, N. S., & Rao, M. K. (2020). Empirical Association between Sustainable HRM on Employee Work Wellbeing: Does Voice Behavior and Trust In Management play a role? *12th International Conference on Competitiveness and Stability in the Knowledge-Based Economy*, iConEc 2020, Craiova, Romania.
 6. Vihari, N.S., & Rao, M.K., (2018). ‘Antecedents and Consequences of Sustainable Human Resource Management: Empirical Evidence from India’ *International Conference on Sustainability and Business* organized by Indian Institute of Management, Calcutta on January 13-14, 2018.
 7. Vihari, N.S., & Rao, M.K., (2017). ‘Antecedents and Consequences of Sustainable Human Resource Management: A Systematic Review and Framework’ *International Conference on Strategies in Volatile and Uncertain Environment for Emerging Markets* organized by Department of Management Studies, Indian Institute of Technology, Delhi on July 14-15, 2017.
 8. Kushwaha, P., Tamta, V., & Rao, M. K. (2015). Assessing KM Performance through Justice Dimensions: Intervening role of Voluntary Learning Behavior. Presented at *IMRA-IIMB International Conference on Inclusive Growth & Profits with Purpose: New Management Paradigm*, organized by Indian Institute of Management, Bangalore during 16th-18th Dec. 2015.
 9. Kushwaha, P., & Rao, M. K. (2015). Organizational Culture, Learning Behavior and Commitment level: Identifying key Performance drivers, *2nd HR Summit and International Conference on Emerging Challenges of HR: VUCA Perspectives*, organized by Indian Institute of Management, Raipur, during 21st-22nd Aug, 2015.
 10. Kushwaha, P., & Rao, M. K. (2014). Enabling KM process through infrastructure capabilities to affect knowledge performance: A conceptual model. *Sixth International Conference on Excellence in Research and Education*, organized by Indian Institute of Management, Indore, during 8th to 11th May, 2014.
 11. Kushwaha, P., & Rao, M. K. (2014). Exploring the role of organizational culture to empower interpersonal trust: A theoretical approach toward knowledge sharing. Presented at *Global Conference on Managing in Recovering Markets (GCMRM)*, organized by Management Development Institute, Gurgaon, during March 5 -7th, 2014.
 12. Pasricha, P. & Rao, M. K. (2014). Exploring the relationship between Ethical Leadership and Reputational Capital: A Conceptual Model. *Second PAN-IIM World Management Conference on Globalizing Indian Thought*, organized by IIM Kozhikode

during November 5-8th, 2014.

13. Pasricha, P. & Rao, M. K. (2015). Exploring the association between Ethical Leadership and Social Innovation: A conceptual approach towards achievement of Sustainable Development. *Global Conference on Managing in Recovering Markets*, organized by MDI Gurgaon during March 11-13, 2015.
14. Rao, M. K., & Palo, S. (2011). Study of preferred styles of competency development for managers in India. *Eighth International conference on Management*, organized by Indian Institute of Management Ahmedabad during January 1-4, 2011.
15. Rao, M. K., & Palo, S. (2011). Development and preferences for managerial competency needs. *Eighth International conference on Management*, organized by Indian Institute of Management Ahmedabad during January 1-4, 2011.
16. Singh B., Verma P., & Rao M K., (2015). Individual and Socio-cultural Factors Influencing Entrepreneurial Intention: A role for Entrepreneurship Education and Training. *International conference on Entrepreneurship Education and Training: Design, Delivery and Effectiveness*, organized by IIM Bangalore, during January 29 - 31st, 2015.
17. Singh B., Verma P., Vihari N. & Rao M K., (2015). Enhancing Dynamic Capability through Intellectual Capital and Organizational Learning Culture. *International Conference on Business Paradigms in Emerging Markets*, organized by NIT Rourkela during December 12 -14th, 2014.
18. Singh, B. & Rao, M. K. (2015). The effects of Knowledge Sharing on Intellectual Capital. *International Conference on Research and Business Sustainability*, organized by IIT Roorkee, during December 4-6th, 2015.
19. Singh, B. & Rao, M. K. (2013). Exploring the Linkages between Human Resource Configuration and Knowledge Management Process: A Strategic Human Resource Management Perspective. *International conference on Managing and Recovering Markets*, organized by MDI Gurgaon during March 5-7th 2014.
20. Singh, B. & Rao, M. K. (2013). Exploring Dynamic Capability through the lenses of Intellectual Capital and Knowledge Management: A Conceptual framework. *Sixth International conference on Excellence in Research and Education* organized by IIM Indore, during May 8-11th, 2014.
21. Singh B., Verma P., & Rao M K., (2015). Individual and Socio-cultural Factors Influencing Entrepreneurial Intention: A role for Entrepreneurship Education and Training. *International conference on Entrepreneurship Education and Training: Design, Delivery and Effectiveness*, organized by IIM Bangalore during January 29-31st, 2015.
22. Tamta, V., Kushwaha, P., & Rao, M. K. (2015). Influence of ethical leadership on innovative work behavior: Intervening role of organizational trust. *Indian Academy of Management*, organized by Indian Institute of Management, Lucknow during 11 to 13th December 2015.

23. Tamta, V. and Rao, M.K. (2014). Exploring the linkages among Organizational Justice, Organizational Clan Culture and Organizational Commitment. A Conceptual Framework. *Global Conference on Managing in Recovering Markets*, organized by MDI Gurgaon, during March 5 -7th, 2014.
24. Tamta, V. and Kushwaha, P. (2014). A Panoramic view of personal competence through interactional justice and knowledge sharing, *International Journal of Business Management and Leadership*, 5(1), 167-180, ISSN 2231122X.
25. Verma, P & Rao, M. K. (2014). Conceptualizing the impact of organizational learning culture on creativity to enhance innovation capability. *International conference on Managing and Recovering Markets* organized by MDI Gurgaon on March 5-7th 2014.
26. Verma, P., Singh, B. & Rao, M. K. (2014). Developing Innovation Capability: The Role of Organizational Learning Culture and Task Motivation. *International conference on MSMBESSA*, organized by JNU, New Delhi, India during April 5-6th, 2014.
27. Verma, P & Rao, M. K. (2014). Enhancing Innovation Capability for Organizational Performance through Creativity Components: A Conceptual Framework. *Sixth International conference on Excellence in Research and Education* organized by IIM Indore, during May 8 -11th, 2014.
28. Verma, P., Singh, B. & Rao, M. K. (2014). Authentic Leadership a way to enhance innovation capability: The role of creativity Components. *International Society for Business Innovation and Technology management conference (ISBITM)* in **Bali, Indonesia** during January 24-26th 2015.
29. Vihari, N.S., Rao, M.K. & Jada, U. (2016). Empirical linkage between Sustainable HRM and Organizational Flexibility: A SEM Based Approach. *Management Doctoral Colloquium*, organized by Indian Institute of Technology, Kharagpur, during February 10 - 11th, 2016. **(Best Paper Award)**.
30. Vihari, N.S., & Rao, M.K. (2015). Contextual Application of Learning Analytics: Three Case Snippets from India. *The Twelfth International Conference on eLearning for Knowledge Based Society Theory and Practices in eLearning 2015 and Future*, organized by Siam Technology College, Thailand during December 11-12, 2015.
31. Vihari, N.S., & Rao, M.K. (2015). Sustainable HRM as a Contextual antecedent of Organizational Effectiveness – A Mediated Moderation model. *PhD Consortium 2015 on Management in the 21st Century*, organized by Indian Institute of Technology, Bombay during November 30 – December 1, 2015.
32. Vihari, N.S., Rao, M.K. & Jada, U. (2015). Direct and Indirect effects of Sustainable HRM on Organizational Flexibility: A Multi Stage Mediation Analysis. *International Conference on Research and Business Sustainability*, organized by Indian Institute of Technology, Roorkee during December 4 - 6th, 2015.

33. Vihari, N.S., & Rao, M.K. (2015). Organizational Learning as a Determinant of Organizational Sustainability: An Evidence Based Approach, '*International Conference on Evidence Based Management*', organized by BITS-Pilani during 20-21st March 2015.
34. Vihari, N.S., Vishwakarma, V., & Rao, M.K. (2014). Application of Total Interpretive Structural Modeling to achieve Organizational Sustainability, *Manufacturing Excellence: Imperative for Emerging Economies*, organized by NITTIE Mumbai - POMS conference during 18-21st, December, 2014.
35. Vihari, N.S., & Rao, M.K. (2014). Role of Gamification Strategy in Enhancing Learning Effectiveness: An Organizational Perspective, '*HR Summit- 2014*', organized by Indian Institute of Management, Kozhikode during 14-16th, March 2014.
36. Vihari, N.S., & Rao, M.K. (2014). Analytics as a Predictor for Strategic and Sustainable Human Resource Function: An Integrative Literature Review. *Third International Conference on Managing Human Resources at the Workplace*, organized by SDMIMD, Mysore during December 5-6th, 2014.
37. Vihari, N.S., & Rao, M.K. (2017). Business Model Innovation and Corporate Sustainability: A Mediated Moderation Model. *International Conference on Business, Internet, and Social Media*. August 16-18, 2017 Tokyo, Japan.

National Conferences

1. Singh B., Verma P., & Rao M K., (2015). Exploring the Linkages of Knowledge Management Process and Dynamic Capability. *National Conference on Human Resource Development*, organized by Banaras Hindu University, Varanasi during 14-15th February, 2015.