

**Rajagiri Business School
Cochin**

**MANDATORY DISCLOSURE
2024**

Rajagiri Valley P.O, Kakkanad, Cochin



MANDATORY DISCLOSURE

I. Name of the Institution :

Rajagiri Business School

- Address including telephone:
Mobile, Fax, E-mail.

Rajagiri Valley P.O, Kakkanad, Cochin, Kerala
682039

Email - rbs@rajagiri.edu

Ph.: 04842426554

Fax - +914842426576

NBA Accreditation Status		
1	Name/List of programmes/Courses Accredited	PGDM (NBA Accredited)
2	Listed of programmes not applied	FPM

II. Name & Address of the Director

:

Dr. Arun Elias

Rajagiri Business School

Rajagiri Valley P.O

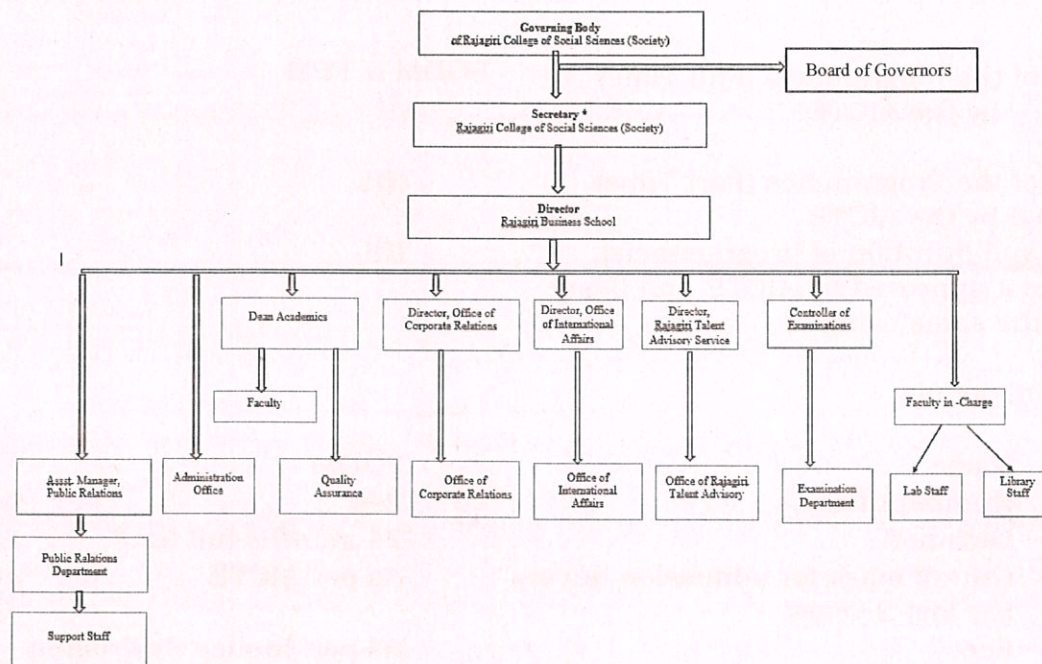
Kakkanad, Kochi - 682039

Kerala, India

III. Governance

- ❖ Members of the Board of Governors (BOG) and : See Annexure - I
Their brief Background
- ❖ Frequency of the Board Meetings and : Once a year
Academic Advisory Body
- ❖ Organizational chart and processes :





❖ Nature and Extent of involvement of members faculty and students in academic affairs/Improvements

: As per AICTE directives Faculty are involved in all academic & administrative activities. Feedback from Faculty Members and students are regularly collected.

❖ Mechanism/Norms & Procedure for democratic/good Governance available

: The guidelines of AICTE and BOG are followed strictly. Faculty and other Academicians are consulted for improvement in education and consistent administration

❖ Student Feedback on Institutional Governance/faculty performance

: Highly Encouraging

❖ Grievance redressal mechanism for Online faculty, staff and students

Grievance Redressal Committee, Online Grievance Redressal Mechanism

<https://www.rajagiribusinessschool.edu.in/students-grievance-redressal-committee>



Programmes

❖ Name of the Programmes (Full Time) by the AICTE. PGDM & FPM

❖ Name of the Programmes (Part Time) approved by the AICTE. : NIL

❖ Name and duration of programme(s), if any, not approved by AICTE and being run in the same campus. : NIL

❖ Program details

- Name : PGDM
- Number of seats : 240
- Duration : 24 months full time
- Cut off mark for admission during the last 2 years. : As per AICTE
- Fee : As per Justice SriKrishna Committee guidelines

- Name : FPM
- Number of seats : 20
- Duration : 5 year
- Cut off mark for admission during the last 2 years. : As per AICTE

- Placement Facilities : Full-fledged placement cell assist students in campus recruitment & training
- Campus placement in last three years with minimum salary, maximum salary and average salary. :

Academic Year	Total Number of Students passed out	Total Number of students placed	Minimum Salary (in LPA)	Maximum Salary (in LPA)	Average Salary (in LPA)
2023-24	Data not available now	59 (ongoing)	4.08	18.33	8.5
2022-23	150	130	2.15	13.58	7.11
2021-22	159	146	3.5	17.5	5.93



- ❖ Name and duration of programme(s) : NIL
 having affiliation/collaboration with
 Foreign University(s)/Institution(s) and
 being run in the same Campus along with
 status of AICTE approval.

IV. FACULTY (Academic year 2023-24)

- ❖ Number of faculty members: :
 • Permanent faculty : 39
 • Visiting faculty : 10
 • Adjunct faculty : 1
- ❖ Profile of Adjunct and Visiting faculty : Annexure II
 ❖ Profile of Fulltime faculty with qualifications, : Given below
 and duration of employment at the institute

Sl.No	Name	Designation	Qualification	DOJ-record
1	Dr. Abraham Babu	Associate Professor	PhD, M.Phil (Economics), MSc, BA, FDP (IIM-A)	2-Aug-10
2	CA Abraham Joseph	Assistant Professor	FCA, CA, Exe PGDM, B.Com, Dip.IFR, Diploma in Computer Science	15-Apr-13
3	Dr. Ancy Sara Philip	Assistant Professor	PhD (Economics), MPhil , MA, BA	1-Feb-23
4	Dr. Angela Susan Mathew	Assistant Professor Associate Dean (Academics)	Ph.D (Systems),MBA, B.Tech,UGC NET	4-May-20
5	Dr. Ann Mary Jose	Assistant Professor	Ph.D, Integrated MA (BA+MA), UGC NET	11-Jul-22
6	Dr. Arun A Elias	Professor (Director & Dean – RBS)	Ph.D, M.Tech, M.Sc, B.Tech	17-Aug-23
7	Dr. Bala Subramanian R	Assistant Professor	Ph.D(FPM)(HR), MHRM, MMS, BPT, UGC NET	3-Jun-22
8	Dr. Brahmadev Panda	Assistant Professor	Ph.D (Finance), M.Phil, MBA, MCOM, B.Com	14-Sep-22



9	CA Dipti Lunawat	Assistant Professor (Assistant Controller of Examinations - PGDM)	C A, B.com	1-Apr-19
10	Dr. Fr. Francis Sebastian	Assistant Professor, Assistant Director (Valley Campus)	Ph.D,MBA, B.Ph, B.Th, B.Tech, FDP (IIM-A)	7-Jul-14
11	Dr. Garima Sisodia	Assistant Professor	Phd (spl. Finance), M.Phil (Finance),MBA (Finance & Marketing), UGC NET	4-May-20
12	Dr. George Joseph	Assistant Professor	PhD in Operations, MBA, Btech, UGC NET	4-Jan-22
13	Dr. Gowri Vijayan	Assistant Professor	PhD (GM), Master in Business Law (Ongoing - September 2020), PGDM (Management), Bsc (Horticulture Science)	4-Mar-22
14	Isaac Varghese	Associate Professor (Director Consulting)	LLB, MA (PM & IR), UGC NET and JRF	1-Feb-16
15	Dr.Jaedong Kang	Assistant Professor	MA (Applied Economics), BA	1-Jun-14
16	Dr. Jains P. Chacko	Assistant Professor	PhD (Finance), M.Com, PGDBA, B.Com	2-May-23
17	Dr. Jegan Jayapal	Assistant Professor	PhD (Mark), MBA, BE	17-Jun-23
18	Dr. Jose K Puthur	Associate Professor	PhD (A study of Indian Income Tax E - Filling Website : The Tax Payer's Perspective) MBA, B.E (Electrical and Electronics), FDP (IIM-A)	8-Jan-09
19	Dr. Krishnan Chandramohan	Assistant Professor	PhD-SPP (Economics) National University of Singapore , CFA, MBA(Finance), BSc(Economics)	2-Jul-18
20	Dr. Kishore Gopalakrishna Pillai	Distinguished Professor	PhD (Marketing), MBA, BA	15-Jul-22
21	Mani P Sam	Professor- Practice Track	PGDM, FCMA, BE, DIISc,UGC-NET	21-Apr-16



22	Minnu F Pynadath	Assistant Professor	PhD (Currently Pursuing), MBA, BSc Computer Science	1-Nov-21
23	Dr. Muhammad Ahsan Sadiq	Assistant Professor	PhD - Pondicherry University, MBA - Aligarh Muslim University, JRF	1-Apr-22
24	Dr. Nausheen Hashmi	Assistant Professor	PhD (Operations Research), M.Phil, M.Sc, B.Ed, B.Sc	16-Jan-23
25	Dr. Rintu Anthony	Assistant Professor	Ph.D., M.B.A (Finance), UGC - NET-JRF, B.Com	3-Jan-22
26	Dr. Rohini Pillai	Assistant Professor	PhD, MBA, Btech,	22-May- 23
27	Dr. Ronny Thomas	Assistant Professor	PhD (Economics), Mphil, MA, BA	8-Dec-16
28	Dr. Sairam Moturi	Assistant Professor	PhD (Accounting & Finance), M.Com, MBA, B.Com, CA, JRF, NET	8-May-23
29	Dr. Sanjeev Ganguly	Associate Professor	PhD (FPM), MBA, BE	22-Jun-23
30	Dr. Santosh Kumar Sharma	Assistant Professor	PhD (HR), M.Tech, BE	2-May-23
31	Dr. Sinimole K R	Associate Professor	PhD, MSc, BSc	2-Feb-22
32	Dr. Smitha Siji	Associate Professor Programme chair PGDM	PhD (Marketing), M.Phil, MBA, BSc, UGC-NET,	1-July-21
33	Dr. Somesh Kumar Sinha	Assistant Professor	PhD ,MBA, BSc, NET JRF 2013	31-Oct-20
34	Dr. Subhadarshini Khatua	Assistant Professor	PhD, MSc,B.Tech, LLB	22-May- 23
35	Dr. Swetarupa Chatterjee	Assistant Professor	PhD ,MBA (MARKETING), B Pharma	16-Apr-22
36	Dr. Tharun Thomas	Assistant Professor	PhD, Mtech, Btech	04-Jan-24
37	Dr. Vimal Krishnan R	Assistant Professor	Ph.D, MS Communication, BBA, UGC-Net, JRF	16-Jun-22
38	Vineeth V	Assistant Professor	PhD (Pursuing), M.Tech, B.Tech	21-Nov- 22
39	Dr. Vineetha Prakash	Assistant Professor	Ph.D, MHRM, Btech, UGC- Net, JRF	25-Apr-22



❖ Profile of Director with qualifications, total experience, age and duration of employment at the institute concerned : Enclosed CV Annexure III

❖ Whether student assessment of faculty is in force : Yes.
Students' feedback form is obtained for all the faculty and the same is used by the Management for Appraisal & Improvement of Faculty.

V. FEE

❖ Details of fee, as approved by State Fee Committee, for the Institution. : As per Justice Srikrishna Committee guidelines

❖ Time schedule for payment of fee : 50% at the time of Admission and remaining at the beginning of second year.

❖ Scholarship granted (Academic Year 2023-24) : 13

❖ Criteria for fee waivers/scholarships : Career and Talent/Diversity/Means

❖ Estimated cost of Boarding and lodging in the Hostels : Rs. 95000/- Shared room
Rs. 105000/- Single room

VI. ADMISSION

❖ Number of seats sanctioned with the year 2023-24 : PGDM: 240
FPM: 20

❖ Number of students admitted each year in the last two years (PGDM):2023-24 - 254
:2022-23 - 230

❖ Number of students admitted each year in the last two years (FPM) :2023-24 - 3
:2022-23 - 5

❖ Number of applications received during last two years (PGDM) :2023-24 - 1267
:2022-23 - 1150

❖ Number of applications received during last two years (FPM) :2023-24 - 19
:2022-23 - 36



VII. ADMISSION PROCEDURE

PGDM

- ❖ Entrance Test scores accepted: CAT, MAT, CMAT, KMAT, XAT, GMAT

PGDM Admission Process 2023	
Last date for submitting applications	21-11-23
Dates for GD and Interviews	27 th Feb 2023 to 12 th June 2023
Dates of announcing final results	23-06-2023
Last date of closing admission	30-06-2023
Starting of the academic session	07-07-2023

Entrance test	Graduation degree	CAT	MAT	CMAT	KMAT	GMAT	XAT
Cut off 2023	50%	50 score	500	60	108	500	15
Cut off 2022	50%	30 score	500	40	72	500	15

FPM

- ❖ Entrance test scores accepted: RRAT (Rajagiri Research Aptitude test), JRF/NET

FPM Admission process 2023	
Last date for submitting applications	30-09-2023
RRAT Entrance Date	17-10-2023
Dates for Research Proposal Presentation & Interview	October 30th & November 3rd 2023
Dates of announcing final results	07-11-2023
Last date of closing admission	23-12-2023
Starting of academic session	04-01-2023



Entrance Test	PG	RRAT	UGC/JRF
Cut off 2023	a minimum of 60 % marks or equivalent CGPA	50%	Candidates who have qualified UGC/JRF will be directly called for Interview & Presentation

LIBRARY:

- Number of Library books/Titles/Journals available : Titles: 5392
(programme-wise) Volumes: 6184
- List of National/International Journals : National: 20
subscribed. International: 10
- E-Library facilities : Available
- Online Journals : Sage, J-Gate
- Subscribed databases : Refinitiv Eikon
Emerald
CMIE Prowess
J-Gate
- Digital Library Facility : D- space

COMPUTING FACILITIES:

- Number and Configuration of Systems : 230 nos, intel i5, 8 GB RAM, 500 GB HDD
- Total number of systems connected by LAN : 230
- Total number of systems connected to WAN : 230
- Internet bandwidth : 400MBPS, 200 MBPS, 40 MBPS
 - Major software packages available : MS Office 2019 & 2021, SPSS25, R Studio, QM for
Windows 11, MS Project 2019, Tally, Autolib, Plagiarism Checker X, STATA 18 NetSupport School
- Games and Sports Facilities : Available
- Extra Curriculum Activities : Available
- Soft Skill Development Facilities : Available
- Number of Classrooms and size of each : Adequate
- Number of Tutorial rooms and size of each : Adequate
- Central Examination Facility, Number of rooms: Available & Adequate
and capacity of each. Teaching Learning process
- Academic Time Table : Available
- Teaching Load of each Faculty : As per AICTE/MHRD guidelines

Dr. Arun Elias
Director
Rajagiri Business School



Annexure - I

Board of Governors

1. Rev. Fr. Benny Nalkara CMI
Provincial, Sacred Heart Province, Kalamassery
2. Rev. Dr. Saju M D CMI
Associate Director, Rajagiri College of Social Sciences (RCSS)
3. Dr. G. Raghuram
Ex. Director, IIM - Bangalore
4. Dr. Saji Gopinath
Director, Indian Institute Information Technology Management - Kerala
5. Dr Fr. Joseph CC, CMI
Pro-Vice Chancellor, Christ University, Bangalore
6. Mr. Kurian P. Alapatt
Chief General Manager (HR), BPCL - Kochi Refinery
7. Mr. Venugopal C. Govind, FCA
Former Senior Managing Partner, Varma & Varma
8. Dr. Sam Thomas
Professor, CUSAT
9. Dr. Susan Thomas
Director HR, Sundaram Fasteners Limited
10. Mr. Roy Joseph
CHRO of Solara Active Pharma Ltd
11. Dr. Binoy Joseph
Associate Director, Rajagiri College of Social Sciences
12. Dr. Arun Elias
Director, Rajagiri Business School (RBS)
13. Mr. Mani P. Sam
Professor, Rajagiri Business School (RBS)
14. Rev. Dr. Francis Sebastian CMI
Asst. Director- RCSS & RBS (Valley Campus)
15. Mr. Ajayan C
Additional Secretary to Government, Higher Education Department
16. Ms Aazra Nahas (Alumni Representative)



Annexure II

Visiting Faculty

SN	Name of the Visiting Faculty	Subjects Taught 2023-24	Qualification	Designation & Company
1	Dilip Balasubramanian (KPMG)	Marketing Analytics (Trimester V)		Consultant, Business Excellence, KPMG India
2	Dr V G Venkatesh (International Guest)	Supply Chain Management (Trimester V)		Professor - Supply Chain Management at EM Normandie Business School, France
3	Dr. Ljupka NAUMOVSKA (International Guest)	Integrated Marketing Communications (Trimester VI)	Ph.D., University Ss Cyril and Methodius Skopje, Faculty of Economics (2014), MBA, Marketing, University American College Skopje, Macedonia (2009)	Assistant Professor, Rennes School of Business, France
4	Dr. Nilanjan Sen (International Guest)	Strategic Financial Management (Trimester VI)	PhD, MA, BA, CFA Charterholder	Associate Dean, Graduate Studies, Nanyang Business School, Singapore
5	Kaushik Swaroop (KPMG)	Advanced Business Analytics (Trimester VI)	B.E , P.G.D.M (Business Analytics and Finance)	Analyst, KPMG
6	Dr. Paul K Sang (International Guest)	Strategic Operations Management (Trimester VI)	PhD, Kenyatta University, School of Business, Kenya, MBA, BA	Senior Lecturer, Kenyatta University, Kenya
7	Tojo Jose (Guest)	Coaching (Trimester VI)	PGD PM&IR, XLRI	CHRO, Muthoot FinCorp Ltd
8	Dr. Muriel DURAND (International Guest)	Global HRM (Trimester VI)	PhD in Management Science, International Business & Social Sciences, Aarhus University, Denmark	Associate Professor of Cross-Cultural Management, EM Normandie Business School, France



Adjunct Faculty

SN	Name of the Visting Faculty	Domain	Industry experience	Duration of teaching	Designation & Institution
1	Aviral Kumar Tiwari	Fin/Eco	0	16	Chairperson - Research & Publications, IIM Bodh Gaya

Annexure III

Brief Profile of Dr. Arun Elias

Arun Abraham Elias PhD

Employment Summary

Dean and Director-Designate, Rajagiri Business School, January 28 2023

Dean, College of Business, Hospitality and Tourism Studies, Fiji National University, Nov 2021

Adjunct Professor, School of Management, Wellington School of Business and Government, Victoria University of Wellington, New Zealand, Nov. 2021

Associate Dean (International and Accreditation), Wellington School of Business and Government, Victoria University of Wellington, New Zealand, March 2017 – Nov 2021

Director, MBA and Post Experience Programmes, Victoria Business School (old name), Victoria University of Wellington, 2007-2010; 2014-2017.

Associate Professor, Senior Lecturer, Lecturer in Management, School of Management, Victoria Business School, Victoria University of Wellington, New Zealand, from July 2003

Director, International MBA, School of Management, Victoria Business School, Victoria University of Wellington, New Zealand, 2012-2013

Director, Post Graduate Programmes in Management, School of Management, Victoria Business School, Victoria University of Wellington, New Zealand, 2005-2007

Lecturer, School of Management, the Open Polytechnic of New Zealand, 2000-2003

Lecturer, School of Business and Public Management, Victoria University of Wellington, New Zealand

Senior Officer – Industrial Engineering, Tata Iron and Steel Company, India, 1998-1999

Lecturer, Allahabad University, India, 1993-1996

Specialist, UPASI R&D Centre for Rubber, Kerala, India, 1990-1993

Fellow: New Zealand – India Research Institute

Mentor, Association to Advance Collegiate Schools of Business (AACSB)

Panel Member, Association of MBAs (AMBA) Accreditation Panel



Education

PhD in Management – School of Management, Victoria University of Wellington, New Zealand.

Title: Analysing the Dynamics of Stakeholders in the Wellington Transmission Gully Project: A Systems Thinking and Modelling Approach to Environmental Conflict Management.

Master of Technology (M.Tech) (Industrial Engineering & Management) – Indian Institute of Technology (IIT), Kharagpur, India.

Master of Science in Agricultural Engineering – University of Allahabad, India.

Bachelor of Technology in Agricultural Engineering – University of Allahabad, India

Pre-Degree, CMS College, Kerala University, Kerala, India

Secondary School Leaving Certificate – Mar Thoma Seminary High School, Kottayam, Kerala, India, 1981

Post-doctoral: Lugano Summer School of Systems Design 2005, University of Italian Switzerland, led by systems thinking gurus, Prof Peter Checkland & Prof Werner Ulrich

Publications

International Journal Articles

Elias, A. A. (2022). The Dark Side of Data Driven Marketing: A Systems Thinking Analysis. Journal of Strategic Marketing. <https://doi.org/10.1080/0965254X.2022.2105741> ABDC A

Elias, A. A., Gupta, M. and Haider, A. (2022) Analysing Environmental Conflicts using the Evaporating Cloud. Australasian Journal of Environmental Management. DOI: 10.1080/14486563.2022.2068686 ABDC: A

Mahadevan, K., Elias, A. A. and Samaranayake, P. (2022). Supply Chain Effectiveness through Collaborative Effectiveness: An Asia Pacific Perspective. International Journal of Performance and Productivity Management. <https://doi.org/10.1108/IJPPM-05-2021-0274> ABDC: B

Elias, A. A., Donadelli, F., Paiva, E. and Bacic Araujo, P. (2021). Analysing the Complexities of Sustainable Wood Supply Chain in the Amazon: A Systems Thinking Approach. The International Journal of Logistics Management, 32 (4): 1481-1505. ABDC: A

Elias, A. A. (2021). Kerala's Innovations and Flexibility for Covid-19 Recovery: Storytelling using Systems Thinking. Global Journal of Flexible Systems Management, 22, 33-43. Q1 Journal

Tam, L.T., Ho, H.X., Nguyen, D.P., Elias, A. and Le, A.N.H. (2021). Receptivity of Governmental Communication and Its Effectiveness During COVID-19 Pandemic Emergency in Vietnam: A Qualitative Study. Global Journal of Flexible Systems Management, 22, 45-64. Q1 Journal

Filassi, M., Oliveira, A. L. R., Elias, A. A. and Marsola, B. (2021). Analysing Complexities in the Brazilian soybean supply chain: A Systems Thinking and Modelling Approach. RAUSP Management Journal, 1-33

Marsola, B., Oliveira, A. L. R., Elias, A. A. and Rodrigues, F. (2021). Reverse logistics of empty pesticide containers: solution or a problem? International Journal of Sustainable Engineering. DOI: 10.1080/19397038.2021.2001605

Elias, A. A. (2019). Strategy Development Through Stakeholder Involvement: A New Zealand Study. Global Journal of Flexible Systems Management, 20(4): 313-322. Q1 Journal

Elias, A. A., Pepper, M. and Sloan, T. (2018). Lean Six Sigma in Public Sector Organisations: Editors' Introduction. International Journal of Lean Six Sigma, 9(2): 178-184. Q1 Journal

Elias, A. A. and Davis, D. (2018). Analysing public sector continuous improvement: a systems approach. International Journal of Public Sector Management, 31(1): 2-13. ABDC: B

Elias, A. A. (2017). Systems Thinking and Modelling for Stakeholder Management. IIM Kozhikode Society & Management Review, 6(2):123-131



- Elias, A. A. (2016). Stakeholder Analysis for Lean Six Sigma Project Management. *International Journal of Lean Six Sigma*, 7(4): 394-405. Q1 Journal
- Elias, A. A. (2016). Analysing the Stakes of Stakeholders in R&D Project Management: A Systems Approach. *R&D Management*. 46 (4): 749-760. ABDC: A
- Elias, A.A. and Mathew, S.K. (2015). Offshore IT outsourcing between India and New Zealand: A systemic analysis. *Pacific Asia Journal of the Association of Information Systems* 7(3): 33-54. ABDC: B
- Aghalaya, S. N., Elias, A.A. and Pati, R. (2014). Reverse Logistics in the Pharmaceuticals Industry: A Systemic Analysis. *The International Journal of Logistics Management*, 2 (25): 379-398. ABDC: A
- Elias, A.A. (2012). A System Dynamics Model for Stakeholder Analysis in Environmental Conflicts. *Journal of Environmental Planning and Management*, 54 (8): 1125-1147. ABDC: B
- Zwikael, O., Elias, A. A., Ahn, M. (2012). Stakeholder collaboration and engagement in virtual Projects. *International Journal of Networking and Virtual Organisations*, 10 (2): 117-136
- Elias, A.A. (2008). Towards a shared mental model of stakeholders in an environmental conflict. *International Transactions in Operational Research*, (15): 239-253. ABDC: B. Q1 Journal.
- Elias, A.A. (2008). Energy Efficiency in New Zealand's Residential Sector: A Systemic Analysis. *Energy Policy*, (36) 3278-3285. ABDC: A
- Davies, J., Mabin, V. & Elias, A. (2008). Agriculture and energy - biofuels and food: a systems perspective. *The Systemist*, Vol 30 (2), September 2008, pp. 106-116, ISSN 0961-8309
- Elias, A. A., Cavana, R. Y. and Jackson, L. S. (2002). Stakeholder Analysis for R&D Project Management. *R&D Management*, 32(4): 301-310. ABDC: A
- Elias, A.A., Jackson, L.S., & Cavana, R. Y. (2004). Changing Positions and Interests of Stakeholders in Environmental Conflict: A New Zealand Transport Infrastructure Case. *Asia Pacific Viewpoint*, 45(1): 87-104.
- Journal Submissions Under Review:
- Elias, A. A. and Nanda, S. Adoption of Internet of Medical Things for Sustainable Healthcare: A Systems Thinking and Modelling Approach. *Journal of Global Information Technology Management*. Accepted for publication. ABDC: B
- Elias, A. A. and Pepper, M. Lean Six Sigma Implementation in the New Zealand Public Sector: Critical Success Factors. *International Journal of Lean Six Sigma*.
- Special Issue Editor:
- Elias, A., Paiva, E. and Tjiptono, F. (2021). Special Issue on Innovation and Flexibility for Covid-19 Recovery Strategies. *Global Journal of Flexible Systems Management*. Volume 22, supplement issue 1, June 2021.
- Elias, A., Pepper, M. and Sloan, T. (2018). Lean Six Sigma in Public Sector Organisations., Volume 9, Issue 2, July 2018.
- Books
- Pepper, P., Price, O. and Elias, A.A. (2021). Continuous Improvement Practice in Local Government: Insights from Australia & New Zealand. Routledge.
- Corbett, L. C. and Elias, A.A. (2006). Proceedings of the 4th Australia New Zealand Academy of Management Operations Management Symposium 2006, Victoria Management School, Victoria University of Wellington, New Zealand
- Elias, A.A. (2004). Strategic Management Learning Guide. Wellington, New Zealand: The Open Polytechnic of New Zealand.
- Journal Editorial Board
- Regional Editor, Asia Pacific: *Global Journal of Flexible Systems Management*, Springer
- Member Editorial Board: *IIM Kozhikode Society and Management Review*, Sage
- Associate Editor: *Review of Business Management*, FECAP, Brazil
- Guest Editor: Special Issue, *International Journal of Lean Six Sigma*, Emerald
- Stream Chair, Australia New Zealand Academy of Management (ANZAM) from 2014-continuing. *Business Processes, Innovation and Supply Chain Stream*



Book chapters

Elias, A.A. (2022), "Multi-Stakeholder Participation for Achieving Sustainable Development Goals: A Systems Thinking Approach", Tauringana, V. and Moses, O. (Ed.) Environmental Sustainability and Agenda 2030 (Advances in Environmental Accounting & Management, Vol. 10), Emerald Publishing Limited, Bingley, pp. 45-65. ABDC-B.

Elias, A.A. & Davies, J. (2014) Group Model Building in Action: Developing Shared Mental Models of Conflicting Stakeholders, in Emerging Issues in Banking and Finance, Jain, R. K., Gupta, P. & Srivastava, A. (Eds), Excel Books India: New Delhi, 160-174. ISBN: 978-93-5062-537-8

Davies, J. & Elias, A. A. (2014) Synthesising Governance and Strategy – A Stakeholder and Risk Management Approach to Understanding the Politics of Terror in International Sport: A Cricket case Study, in Emerging Issues in Banking and Finance, Jain, R. K., Gupta, P. & Srivastava, A. (Eds), Excel Books India: New Delhi, 135-159. ISBN: 978-93-5062-537-8

Elias, A.A. & Davies, J. A. (2009) Modelling the Dynamics of Stakeholders in Environmental Conflict: A Systems Thinking and Modelling Approach, in Decision Sciences in Global Enterprise Management, Jain, K. & Patil, R. (Eds), Macmillan Publishers India: New Delhi, 709-721. ISBN-10: 0230-63725-6.

Davies, J., Mabin, V.J. & Elias, A. A. (2009) The Power Generation Dilemma: Investing in Security of Supply - A Suitable Case for a Multi-methodological Systems Approach, in Decision Sciences in Global Enterprise Management, Jain, K. & Patil, R. (Eds), Macmillan Publishers India: New Delhi, 734-749. ISBN-10: 0230-63725-6.

Elias, A. A. and Cavana, R. Y. (2002). Stakeholder Analysis. In Daellenbach, H and Flood, R. (ed.). The Informed Student Guide to Management Sciences, Thomson Learning, London.

Elias, A. A. (2003). Stakeholder Participation in Environmental Conflicts: A Systems Thinking and Modelling Approach for Decision Making. In M. P. Gupta (Ed.), Towards E-Government: Management Challenges (pp. 57-65). New Delhi: Tata McGraw-Hill.

Elias, A. A. (2001). The Enticing World of Systems Thinking and Management, Organisation and Management Readings, The Open Polytechnic of New Zealand

Research monographs

Elias, A.A. 2001. Stakeholder Analysis of Transmission Gully. Research Project Report, Wellington Regional Council, New Zealand.

Peer-reviewed academic conference papers presented

Elias, A. A. (2021). Lean Six Sigma Implementation in the New Zealand Public Sector: Critical Success Factors. Proceedings of the 34th Australian and New Zealand Academy of Management Conference, Perth, Australia.

Elias, A. A. (2021). Analysing the Complexities in International Operations: A Systems Thinking and Modelling Approach. Proceedings of the Annual Conference of the International Society for Data Sciences and Innovation – Global (ISDSI-G), Nagpur, India.

Elias, A. A. (2020). Multimethodology for Problem Structuring in Project Management. Proceedings of the 3rd International Conference on Digital Economy (ICDE) and 14th Annual International Conference of the Indian Subcontinent Decision Science Institute (ISDSI), Raipur, India, p-77.

Elias, A. A. (2019). Continuous Improvement in the Public Sector: A New Zealand Study. Proceedings of the 17th Australian and New Zealand Academy of Management Operations Supply Chain & Services Management Symposium, Melbourne, Australia.

La, V; Elias, A. A. and Brocklesby, J. (2018). Dynamics of Stakeholder Interaction and Perception in Project Management. Proceedings of the 32nd Australian and New Zealand Academy of Management Conference, Auckland, New Zealand.

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- Ling, S. and Elias, A. A. (2017). Extending SERVQUAL for Dentistry: A New Zealand Case. Proceedings of the 15th Australian and New Zealand Academy of Management Operations, Supply Chain and Services Management Symposium, Queenstown, NZ
- Davis, D. and Elias, A. A. (2016). Continuous Improvement in the Public Sector: A Systems Model. Proceedings of the 29th Australian and New Zealand Academy of Management Conference, Brisbane, Australia.
- Clark, A., Brocklesby, J. and Elias, A. (2016). Dealing with 'wicked' problems across organisations: a systems perspective. Proceedings of the 29th Australian and New Zealand Academy of Management Conference, Brisbane, Australia.
- Davis, D. and Elias, A. A. (2016). Implementing Continuous Improvement in the Public Sector: A New Zealand Case. Proceedings of the 14th Australian and New Zealand Academy of Management Operations, Supply Chain and Services Management Symposium, Sydney, Australia.
- Elias, A. A. and Davis, D. (2016). A Systems Model for Implementing Continuous improvement in the New Zealand Public Sector. Proceedings of the 10th Indian Subcontinent Decision Science Institute, Nasik, India.
- Bose, R. and Elias, A. A. (2015). Benchmarking in New Zealand public sector organisations: A comparative study. Proceedings of the 29th Australian and New Zealand Academy of Management Conference, Queenstown, New Zealand,
- Elias, A.A. (2015). Managing the stakeholders in lean six sigma projects. Proceedings of the 13th Australian and New Zealand Academy of Management Operations, Supply Chain and Services Management Symposium, Melbourne, Australia.
- Elias, A. A. (2014). System dynamics modelling for stakeholder management. Proceedings of the 28th Australian and New Zealand Academy of Management Conference, Sydney, Australia.
- Elias, A. A. (2014). Lean Six Sigma Implementation in the New Zealand Public Sector: Critical Success Factors. Proceedings of the Fifth International Conference of Lean Six Sigma, Edinburgh, Scotland.
- Elias, A. A. and Coyne, A. (2013). Stakeholder analysis for R&D project management. Proceedings of the 27th Australian and New Zealand Academy of Management Conference, Hobart, Australia.
- Elias, A.A. and Coyne, A. (2013). Modelling the stakes of stakeholder for R&D Project Management. Proceedings of the 11th Australian and New Zealand Academy of Management Operations, Supply Chain and Services Management Symposium, Brisbane, Australia
- Elias, A.A. and Mathew, S.K. (2013). Analysing Offshore Outsourcing in a Changing India: An Indo-New Zealand Case-Study. Proceedings of the Inaugural International Conference of the New Zealand India Research Institute, Wellington, New Zealand.
- Elias, A.A. and Mathew, S.K. (2012). Modelling the Complexities in Offshore IT Outsourcing: A Systems Thinking Approach. Proceedings of the 10th Australian and New Zealand Academy of Management Operations, Supply Chain and Services Management Symposium, Melbourne, Australia, pp.1-13, edited by Sohal, A., Singh, J. and Prajago, D. ISBN: 978-0-646-57811-8
- Elias, A.A. and Mathew, S.K. (2012). Offshore IT outsourcing between India and New Zealand: A Qualitative System Dynamics Model. Proceedings of the 30th International Conference of the System Dynamics Society, St Gallen, Switzerland.
- Aghalaya, S. N., Elias, A.A. and Pati, R. (2012). Analysing Reverse Logistics in the Indian Pharmaceutical Industry: A Systems Approach. Proceedings of the 26th Annual Australian and New Zealand Academy of Management Conference, Perth, Australia
- Muraleedharan, P. and Elias A.A. (2012). Modelling Offshore Outsourcing of Software Testing Services: A Telecom New Zealand Case Study. Proceedings of the 46th Operational Research Society of New Zealand Conference, Wellington, New Zealand.



- Elias, A.A. and Mathew, S. K. (2011). Offshore IT Outsourcing between India and New Zealand: A Systemic Analysis. Proceedings of the 25th Annual Australian and New Zealand Academy of Management Conference, Wellington, NZ
- Davies, J. and Elias A. (2010). 'Sport and terror: strategy and stakeholder dynamics - the Lahore terror attacks and international cricket. Proceedings of the 39th Annual Meeting of Western Decision Sciences Institute, Lake Tahoe, USA
- Elias, A.A. and Davies, J. (2009). A Systemic framework for stakeholder analysis in project management. Proceedings of the 7th Annual Australian and New Zealand Academy of Management Operations Management Symposium, Adelaide, Australia.
- Davies, J. and Elias A. (2009). Sport as a weapon - responding to terror: the clamour and glamour of cricket. Proceedings of the 40th Annual Meeting of Decision Sciences Institute, New Orleans, Atlanta, USA
- Elias, A.A. (2008). A systemic analysis of energy efficiency in New Zealand's residential sector. Proceedings of the 26th International Conference of the System Dynamics Society, Athens, Greece, pp.49
- Elias, A.A. (2008). Group Model Building: Energy Efficiency in New Zealand's Residential Sector. Proceedings of the 6th Annual Australian and New Zealand Academy of Management Operations Management Symposium, Gold Coast, Queensland, Australia.
- Elias, A.A. (2008). A Systems Model on Residential Energy Efficiency in New Zealand. Proceedings of the 43rd Annual Conference of the Operational Research Society of New Zealand, Victoria University of Wellington, Wellington, New Zealand.
- Davies, J., Mabin, V. & Elias, A. (2008). Agriculture & energy-bio fuels and food: systems perspective, Proceedings of the UK Systems Society Conference, Oxford.
- Elias, A. A. and Zwikael, O. (2007). Stakeholder Participation in Project Management: A New Zealand Study. Proceedings of the 5th Annual Australian and New Zealand Academy of Management Operations Management Symposium, Melbourne, Australia.
- Elias, A.A. (2007). Dynamics of Stakeholders in Project Management: A New Zealand Case. Project Management Institute of New Zealand 11th Annual Conference, Wellington, New Zealand.
- Elias, A.A. (2007). Systems Thinking and Strategic Modelling: A New Zealand Study on Stakeholder Conflict. Proceedings of the XI Annual International Conference of Society of Operations Management, Nashik, Maharashtra, India.
- Elias, A. A. (2006). Environmental Conflicts, Stakeholders and a Shared Mental Model, Proceedings of the 24th International Conference of the System Dynamics Society, Radboud University, Nijmegen, The Netherlands.
- Elias, A. A. (2006). A shared systems model of stakeholders in project management. Proceedings of the 4th Annual Australian and New Zealand Academy of Management Operations Management Symposium, Victoria Management School, Victoria University of Wellington, New Zealand.
- Elias, A. A. (2005). Long-term Developmental Projects and Stakeholder Management: A Systems Approach. Proceedings of the 3rd Annual Australian and New Zealand Academy of Management Operations Management Symposium, Central Queensland University, Rockhampton, Australia.
- Elias, A. A. (2005). The Systemic Nature of Quality: A Framework for Analysis. Proceedings of the International Conference on Reliability, Statistics and Related Fields, Indian Institute of Management, Kozhikode, India.
- Elias, A. A., Cavana, R. Y., & Jackson, L. S. (2004). Analysing the Dynamics of stakeholders in Environmental Conflict: A Systems Thinking and Modelling Approach. Proceedings of the 18th Annual Conference of the Australian and New Zealand Academy of Management, University of Otago, Dunedin, New Zealand.
- Elias, A. A., Cavana, R. Y., & Jackson, L. S. (2004). Analysing Stakeholder Dynamics in Environmental Conflict: A New Zealand Transport Infrastructure Project. Proceedings of the 22nd International Conference of the System Dynamics Society, University of Oxford, England.



- Elias, A. A., Cavana, R. Y., & Jackson, L. S. (2003). Using Group Model Building for Analysing Environmental Conflict Management in the Wellington Transmission Gully Project. Proceedings of the 9th Conference of the Australia New Zealand Systems Society, Melbourne, Australia.
- Elias, A. A., Cavana, R. Y. and Jackson, L. S. (2001). Stakeholder Analysis to Enrich the Systems Thinking and Modelling Methodology, Proceedings of the 19th International Conference of the Systems Dynamics Society, Atlanta, Georgia, USA.
- Elias, A. A., Cavana, R. Y. and Jackson, L. S. (2000). A methodology for analysing Stakeholders of R&D Projects. Proceedings of the R&D Management Conference, Wellington, New Zealand.
- Elias, A. A., Jackson, L. S and Cavana, R. Y. 2002. Towards a Shared Mental Model of Stakeholders in Environmental Conflict. Proceedings of the Institute of Australian Geographers' Conference, Canberra, Australia.
- Elias, A. A., Cavana, R. Y. and Jackson, L. S. 2000. Linking Stakeholder Literature and System Dynamics: Opportunities for Research, Proceedings of the International Conference on Systems Thinking in Management, Geelong, Australia.

Journal Referee - Examples

- European Journal of Operational Research
- R&D Management
- Public Management Review
- International Journal of Logistics Management
- International Journal of Production Research
- Energy Policy
- Production Planning and Control
- Journal of Management & Organisation
- Australian Journal of Management
- Decision Sciences Journal of Innovative Education

Conference Referee - Examples

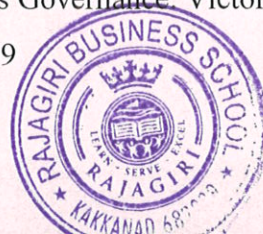
- International Conference of the System Dynamics Society
- Australia New Zealand Academy of Management, Operations Management Symposium
- Australia New Zealand Academy of Management

Thesis Examiner (PhD and Masters) - Examples

- University of Melbourne, Australia
- University of Queensland, Australia
- University of Sao Paulo, Brazil
- Indian Institute of Technology (IIT), Madras
- Indian Institute of Technology (IIT), Delhi
- RMIT, Australia
- Central Queensland University, Australia
- University of Wollongong, Australia
- Victoria University, Melbourne Australia
- Victoria University of Wellington, New Zealand

Supervision of Graduate Student Research – Examples

- Van La, PhD. Stakeholder Networking in Project Management: A systems approach. Completed 2021. Victoria University of Wellington, New Zealand.
- Andrea Clarke, PhD. Addressing complexity in collaborations: A systemic perspective. Completed 2021. Victoria University of Wellington, New Zealand.
- Garry Tansley, PhD. Absorptive Capacity in selected New Zealand Organisations. Completed 2022. Victoria University of Wellington, New Zealand.
- Richard Boag, PhD. Systems Thinking for Sports Governance. Victoria University of Wellington



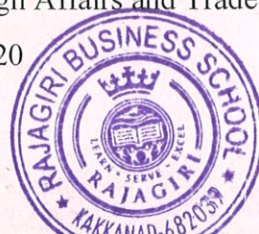
- Aoe Zhou, PhD. Incivility: Behavioural Consequences. Victoria University of Wellington
- Alina Haider. PhD. Workplace relationships: Systems Approach. Victoria University of Wellington
- Yogita Swamy. PhD. Systems Approach to Regional Supply Chains. Fiji National University
- Sanjay Sharma. PhD. Key Audit Matter: Experimental Design. Fiji National University
- Bimal Krishna. PhD. Access to finance and climate change. Fiji National University
- Jazbeen Ali. PhD. Adoption of Islamic Finance in Fiji. Fiji National University
- Praveen Philip, MBA Research Project, Completed 2017
- Ulvi Salayev, MBA Research Project, Completed 2017
- Petra Reichart, MBA Research Project, Completed 2017
- Poonam Kumar, MBA Research Project, Completed 2017
- Sophia Ling, MBA Research Project, Completed 2016
- Glen Dale, MBA Research Project, Completed 2016
- Dona Davis MBA Research Project, Completed 2015
- Hayden Green, MBA Research Project, Completed 2015
- Maribeth Major, MBA Research Project, Completed 2014
- Lincy Varghese, MBA Research Project, Completed 2013
- Rajesh Bhatt, MBA Research Project, Completed 2013
- Peter Roche, MBA Research Project, Completed 2013
- Rui Li, MBA Research Project, Completed 2013
- Parvathy Muraleedharan, MBA Research Project, Completed 2012
- Linden Collet, MBA Research Project, Completed 2012
- Rohit Thimaiah, MBA Research Project, Completed 2012
- Matthew Murfitt, MBA Research Project, Completed 2011
- Roshan Ramachandran, MBA Research Project, Completed 2011
- Tian Hu, MBA Research Project, Completed 2011
- Hammad Khan, MBA Research Project, Completed 2010
- Jamie Burgess, MBA Research Project, Completed 2009
- David Walkinshaw, MBA Research Project, Completed 2009
- Rohan Naik, Master of Management Studies Thesis, Completed 2009
- Cristina Lavender, Master of Management Studies Thesis, Completed 2008
- Jason Markham, Master of Management Studies Thesis, Completed 2008
- Dilip Mathew, Master of Management Studies Thesis, Completed 2008
- John Mathew, Master of Management Studies Thesis, Completed 2007
- Ratna Bose, Master of Management Studies Thesis, Completed 2007
- Steve Messenger, MBA Research Project, Completed 2007
- Charles Abbott, MBA Research Project, Completed 2004

Major Conferences Organised - Examples

- Australia New Zealand Academy of Management (ANZAM) Conference – Stream Chair. 2014-present
- Conference Chair, 4th Australia New Zealand Academy of Management Operations Management Symposium, Wellington, New Zealand, 2006
- Organiser, Annual Conference of the NZ Operations Research Society, Wellington, 2000
- International Conf. of 'Sustainable Farming and the Environment', Kochi, India, 1995

Consultancy Projects – Examples

- Systems Thinking and Management for Ministry of Social Development NZ, 2020
- Systems Thinking and Stakeholder Management for Sport NZ, 2019
- Systems Thinking for Ministry of Primary Industries New Zealand, 2019
- Benchmarking for Quality, Bank of New Zealand, Wellington, 2016
- Systems Thinking for MFAT, Ministry of Foreign Affairs and Trade, 2014, 2013



- Systems Thinking for the EQC, NZ Earthquake Commission, 2013
- Business Planning, Rural Fire New Zealand, Wellington, September 2012
- Strategic Planning, State Bank of Travancore, Kerala, India, 2010
- Stakeholder Management. Centre for Res & Edn for Social Transformation, India, 2011
- Policy Planning, Ministry of Economic Development, New Zealand, 2006
- Group Model Building for Residential Energy Efficiency in New Zealand. Energy, Efficiency and Conservation Authority, New Zealand. 2006
- Process Improvement & Systems Modelling, Astra Print, Wellington, 2005
- Stakeholder Analysis of Transport Policy, Wellington Regional Council, NZ, 2000



