

**VITAE  
OF  
Prof. Chitranjan N. Daftuar, D. Litt.**

**SPECIALISATIONS (Alphabetically arranged):**

- Human Resource Management (HRM) – (HR Transformation, Competency Mapping, Assessment Centre, etc.).
- Human Resource Development (HRD)
- Human Factors Engineering (Ergonomics)- Behavioural Safety
- Industrial and Organizational Psychology
- Organizational Behaviour (OB)
- Organizational Development (OD)
- Psychometric

**CURRENT INTEREST AREAS:**

- Psychometric, Mentoring and Coaching, Emotional Intelligence, Competency Mapping, Assessment Centre, Spirituality and Science in Psychology, Industrial/Organizational Psychology, School Education and Management

**PRESENT INSTITUTIONAL AFFILIATION:**

Chief Mentor and Advisor Salahkaar Consultants, Pune, India.

**LAST INSTITUTIONAL AFFILIATION:**

Head of Department,  
Department of Psychology,  
M.S. University of Baroda, Vadodara, Gujarat, India.

**CONTACT DETAILS:**

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Viman Nagar, Pune – 411 014, India.

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[daftuarc@yahoo.com](mailto:daftuarc@yahoo.com)

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## **MAIN STREAM ACADEMIC CAREER:**

D.Litt. 1985. Topic "Structure of Supervisory Control: A Study in Organizational Effectiveness". **(To the best of my knowledge and belief I am the only D. Litt. in Organizational Behaviour in India). D. Litt. Degree is a post-Ph.D. degree. This degree was obtained by research and thesis.**

Attended a short duration course on "Problems of Test Construction in Developing Countries". **Free University, Amsterdam, Holland, 1976.**

D.I.I.T. 1964 (Post M.A. Diploma, from **Indian Institute of Technology**, Kharagpur, India) in "Industrial Psychology and Industrial Relations".

M.A. (Psychology), Patna University, 1962.

B.A. (Hons. in Psychology), Patna University, 1960.

## **ACADEMIC (Different than the mainstream):**

**(I) *Dharma Visharad.*** This is Hindi word indicating proficiency in religion equivalent to BA (Graduate) degree in liberal art.

**(II) *Certificate Reiki Master***

## **HONOUR & AWARDS:**

- A.** Delivered Valedictory Address at the Research Seminar organized by the Department of Psychology, Pune University, Pune, India on the 8<sup>th</sup> October 2003.
- B.** Delivered Valedictory Address at the 6<sup>th</sup> International and 36<sup>th</sup> Indian Association of Applied Psychology and 3<sup>rd</sup> Pondichery psychological Conference at Pondichery, Jan.5<sup>th</sup> to 7<sup>th</sup>, 2002.
- C.** Elected to the position of Regional President of Indian Association of Applied Psychology (IAAP) 1998.
- D.** **Invited to chair a paper session during the 24th International Congress of Applied Psychology (IAAP), San Francisco, 1998.**
- E.** **Nominated for Man-of-the year - 1997 title by the ABI, U.S.A.**
- F.** **Offered foreign Affiliate Membership of American Psychological Association, USA, 1997.**

- G. Awarded Hon/Free membership of International Association of Applied Psychology (Holland), 1996-1999.**
- H. Chairperson, Board of Study in Psychology, M.S. University of Baroda since 1995-2002.
- I. Acted as Member Advisory Committee, UGC, Project on 'Manpower Development for effectiveness in University Administration', University of Rajasthan.
- J. Hon. DIRECTOR, Industrial Relations Management Academy, 1994-96.
- K. Acted twice as referee for the prestigious award "*Hari Om Ashram Prerit Award*" in Psychology, 1991 and 1992.
- L. Member, Academic Council of the Indian Academy of Human Resource Development (AHRD), Ahmedabad - since 1991.
- M. Invited to chair a session during the 9th Congress of Cross-Cultural Psychology, held at the University of Newcastle, Australia (22-25 August, 1988) (could not attend).**
- N. Chaired a session on: "Psycho-linguistic and Multilingual Communication" during the International Seminar on "Micro-computer and Cognitive Processes", Dept. of Psychology, Aligarh Muslim University, Aligarh, India February 5-8, 1987.
- O. Invited to chair a session during the 8th Congress of Cross-Cultural Psychology, Istanbul, Turkey, July 1986 (could not attend).**
- P. Time Research Foundation Award, 1985.**
- Q. Awarded National Associate status by the University Grants Commission, New Delhi, 1978.
- R. Invited to chair a session on "Experimental Psychology in Cross-cultural Settings" during the 3rd Congress of International Association of Cross-cultural Psychologists (Tilburg University, Holland) July, 1976.**

## **SOME MAJOR RESEARCH / CONSULTANCY/TRAINING/ PROJECTS COMPLETED:**

- A. Construction and standardization of **Daftuar Types at Work (DTAW)**-2011-2013
- B. Construction and standardization of **Enneagram- A test of 9-personality types**.-2009-2013
- C. **Competency Mapping** of approximately 50 Top to middle level executives of Gangar Opticians Ltd. at their Mumbai locations in India (2011).
- D. Conducted 45 **Personal Growth Labs** (I call it Personal Growth Circle, PGC) of the middle level Managers and Executives of the FAG Bearings, India. (1994-96 and, again, in 2008).
- E. **Competency Mapping** of approximately 500 senior and top executives of JSPL, at their different locations in India (2006-7).
- F. Creation of the *First Indian psychometric* test to measure **Emotional Intelligence** of the Indian Managers (2002).
- G. **Competency Mapping** of approximately 100 senior and top executives of The Ennercon Ltd, Daman, India.(2001).
- H. Construction and standardization of the **first psychometrics Test (in the world)** to measure **Spiritual Intelligence** (SQ) (2000).
- I. A Study of Sexuality and Health Seeking Behaviour among out-of-school Adolescents in Anand Slums, Anand, Gujarat, India. The project financed by The Population Council, USA, 2000.
- J. Successfully Guided and produced *first Indian research based psychometric test* to measure human personality with a new concept called **Enneagram** (a Sufi concept). 1999.
- K. Problem of Absenteeism in IPCL with special reference to accident rates in the company during 1995-1997. Project completed in June, 1998.
- L. Preparation of Psychological Tests for selection of sales persons and managers (on behalf of the Academy of Human Resource Development, AHRD, Ahmedabad) 1994.
- M. Preparation of Psychological Tests for selection of clerks-The Clerical Aptitude Test (on behalf of Academy of HRD) 1994.
- N. A study of HRD related needs of IBP Co. (Financed by The Academy of HRD, 1994 Ahmadabad, on IBP-fellowship.
- O. Conducted 34 Personal Growth Labs (I call it Personal Growth Circle, PGC) of the Lower, Middle and Senior level Managers and Executives and 4 groups of Union activists of the FAG Bearings, India. (1993-94). A total of 34 groups which to the best of my knowledge I am the only person in the world to handle so many groups single handed and then repeating the same feet in 2008 with 15 groups.

- P. Training needs analysis of GACL (An ISTD, Baroda Chapter's Project, Baroda 1993).
- Q. Evaluation of Training Programmes in IPCL, Baroda 1990.
- R. A study of communication systems in Hindustan Brown Boveri Ltd. (Now called ABB) Baroda, 1989.
- S. Problems of Middle Level Managers in Gujarat Communication and Electronics Ltd., 1988 (On behalf of Public Enterprises, Hyderabad).
- T. Identification of middle managers' problems: A case study of Madras Refineries Ltd., 1987 (On behalf of Public Enterprises, Hyderabad).
- U. Training needs identification in FAG-Precision Bearings of India Ltd., 1986. FAG Precision Bearings Ltd., Baroda (Sponsored by Baroda Management Association, Baroda).
- V. Development of weighted valued for a Performance Appraisal Aystem (EPRF 1: Bank of Baroda) 1984
- W. Morale in high technology organization NDDDB: A psycho-social profile. 1983
- X. Management change in hospital. 1982.
- Y. Supervisory control and organizational effectiveness; Comparative study in public and private sector (financed by the U.G.C.) 1981

### **VISITING SCIENTIST/FACULTY TO INTERNATIONAL AND NATIONAL INSTITUTIONS, SOME NOTABLE AMONG THEM ARE:**

1. Academy of Human Resources Development, Ahmedabad, 1993-94.
2. Indian Diamond Institute, Surat, India (1991)
3. Academic Staff College, Jaipur University, Jaipur, India 1990.
4. Indian Institute of Technology (IIT), Kanpur, India 1987.
5. Institute of Public Enterprises, Hyderabad, India 1987
6. Dept. of Human Sciences, Loughborough University of Technology, U.K. (June 1986).
7. Bank of Baroda Staff College, Ahmedabad.(1985)
8. Railway Staff College, Baroda (several visits).(1995, 1994, 1993, 1992, etc.)
9. Applied Psychology Unit, University of Cambridge, Cambridge U.K. (June 1972).

### **SPECIAL ACIEVEMENTS AND INSTITUTION BUILDING:**

- 1) Started and established the Association of Stress Research and Management (ASRAM) in 1999 at Baroda with a view to promote Stress research and management in India and Asia. It sponsored a national conference on Stress Management at Udaipur University, Udaipur.

2) Started and established the first interdisciplinary journal of behavioural sciences in India called BEHAVIOROMETRIC in 1971. It is still continuing and I continue to be its Hon. Editor (since 1971).

### **EDITING:**

- ❖ Member Editorial Board, *Indian Social and Psychological Studies*, 2011-continue
- ❖ Edited an interdisciplinary journal of Behavioural Sciences – BEHAVIOROMETRIC – Editor since 1971.
- ❖ Member, Editorial Board of the INDIAN JOURNAL OF TRAINING AND DEVELOPMENT, ISTD, New Delhi (1990-91).
- ❖ Member, Editorial Board, HRD Newsletter (1990-91).
- ❖ Associate Editor, JOURNAL OF INDUSTRIAL RELATIONS: News & Views, 1993-95.
- ❖ Member, Editorial Board, INDIAN JOURNAL OF CLINICAL PSYCHOLOGY.
- ❖ Editor, 'NEWS LETTER' of the 'Association of Stress Research and Management' (ASRAM) since 1998.
- ❖ Associate Editor, INDIAN PSYCHOLOGICAL REVIEW.
- ❖ Served as peer reviewer on several journals.
- ❖ Invited to Guest edit a special issue of Indian Psychological Review on Industrial / organizational Psychology, December 2002.

### **OTHER EXPERIENCES AND PUBLICATIONS, ETC. :**

#### A. TEACHING:

About 35 years in various Universities. I have been primarily and extensively engaged in teaching of Psychometric, Industrial and Organisational Psychology, OB., O.D., H.R.D. Ergonomics, etc.

#### B. RESEARCH (Conducting and Guiding):

Extensive research experience for about equal period (i.e., 35 years) in the areas of specialisation mentioned above. I have also guided numerous M.A., Ph.D. and Post-doctoral students for their research projects and dissertations as well as P.G. Diplomas' dissertation and field-work projects in O.B., HRD.

Ph.D. Theses and othe major dessertations :

- |   |                    |
|---|--------------------|
| (i) Post-doctoral projects guided and completed | Two                |
| (ii) Ph.D. Thesis Completed and degree awarded  | : Sixteen          |
| (iii) PG Diploma in OB Dissertations completed  | : Twenty plus      |
| (iv) PG Diploma in HRD Dissertation completed   | : Thirty plus      |
| (v) MA Dissertations completed                  | : Twenty-five Plus |

**PUBLICATIONS :**

As mentioned above, published extensively in foreign and Indian research journals in diverse areas of speciality including spirituality. Started my publishing career with my first publication in an American journal "*Journal of Engineering Psychology*".

**Books:**

Three published, two accepted for publication and six are in pipeline.

**Research Articles :**

Some of the publications received international recognition. One of these articles brought Times Research Foundation Award in 1985.

6 papers published in foreign (international) journals and as book chapters (published by foreign publishers).

93 papers in Indian journals and magazines and as book chapters

Several article presented to various national and international seminars and conferences.

**Book Reviews :**

7 Published

## **PSYCHOLOGICAL TESTS AND SCALES :**

Prepared about 40 tests and scales and have adopted two American tests for Indian uses in the areas of Industrial Psychology, OB, HRD and Social Psychology. **A list of 33 (thirty-three tests is given in the list of publications below).**

**Notable** among them were:

1. **Daftuar Types At Work (DTAW)** created and standardized to match MBTI on Indian population.(2013).
2. The *First Indian psychometric* test to measure **Emotional Intelligence (EQ)** of the Indian Managers (2002).
3. Creation of the **first psychometrics Test (in the world)** to measure **Spiritual Intelligence (SQ)** (2000).
4. Successfully Guided and produced *first Indian research based psychometric test* to measure human personality with a new concept called **Enneagram** (a Sufi concept). 1999.

## **ADMINISTRATIVE:**

- Served as, Head of the Dept. of Psychology, M.S. University of Baroda, Vadodara
- Served as Head of the Dept. of Psychology, Gaya College, (Magadh University), Gaya.

## **MEMBERSHIP OF ACADEMIC/PROFESSIONAL BODIES:**

I have been full member of the following academic/professional bodies at different points of time. Notable amongst them are:

- I)** Indian Society for Training and Development: Life Member, Vice-Chairman, Baroda Chapter, (1986-87, 1988-89 and Chairman, Baroda Chapter, 1989-90). Its National Council Member (1990-97).
- II)** Chairman, National Committee of Training and Design, ISTD, 1992-93.
- III)** H.R.D. Net-work: Member, Executive Committee, Baroda Chapter (for 3-4 years)
- IV)** Council of Behavioural Research: Its Organising Secretary & presently Hon. Chairman.
- V)** British Safety Council, UK.
- VI)** Baroda Management Association (BMA): Member, Managing Committee (1983-88) Treasurer (BMA), 1990-91.



- VII)** Indian Science Congress Association: Life Member (since 1968).
- VIII)** International Association of Applied Psychologists: Hon. Member (1996-99).
- IX)** Indian Psychological Association: Life Member (since 1968).
- X)** Indian Psychological Society: Life Member (since 1970).
- XI)** Indian Academy of Applied Psychology: Life Member (since 1986).
- XII)** National Institute of Personnel Management: Life Member (since 1985).
- XIII)** South East Association of Psychologists: Member (since 1997).
- XIV)** American Psychological Association: Foreign Affiliate (1997-99).
- XV)** Human Factors and Ergonomic Society, USA (1970-1981).

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## LIST OF PUBLICATIONS

(Books, Book Chapters, Articles, Reviews, Tests & Scales, Etc.)

### BOOKS

1. Job-Attitudes in Management (1982) New Delhi, Concept Publication.
2. Organizational Behaviour (1991) New Delhi, ISTD.
3. Behavioural Quotient (2000) Baroda. Council of Behavioural Research.

### MONOGRAPH:

1. *Enneagram: A Technical and Administrative Manual.* (2013) Psychometric Incorporated (A sister Company of the Salahkaar Consultants, Pune, India)
2. *A study of sexuality and Health Seeking Behaviour among out-of-school adolescents.* A small research grants report No. 13 (Ford Foundation award No. 0940-1148) Population Council India., Daftuar, C. N., and Biswas, U. N. (2000).

### COURSE MATERIAL/BOOKS

1. **Certified Competency Mapping Manager (CCMM)** (3 Volumes on the theme of Competencies at work for a 3-months certification course).
2. **Psychometric Testing and Measurement Techniques (CPA)** (6 Volumes on the stated theme for six months diploma course).
3. **Master Diploma in Industrial Psychology, OB and HRD (MIPS)** (7 Volumes on the stated theme to cover a six months diploma course)
4. **Certified Performance Management System Expert (CPMS)** (3 Volumes on the theme of PMS for a 3-months certification course)

### RESEARCH PAPERS/ARTICLES

Papers published in Foreign and Indian Journals or as Book's Chapters in India and abroad.

#### 1. Book Chapters (Total-26)

##### Foreign

I) Engineering psychology in cross-cultural settings (1977). In Ype Poortinga (Ed.) *Basic problems in cross-cultural psychology*. Amsterdam : Sets and Zetlinger, 361-371

II) The role of human factors engineering in under-developed countries, with special reference to India, (1975). In A Chapanis (Ed.) *Ethnic Variables in Human Factors Engineering: The John Hopkins University Press*, 91-113.

## Indian

1. Corporate sector (1985). In Bs.Ks. Chopra (Ed.) *Selected reading in leadership challenges in India*. Times Research Foundation, 155-173. The article also won Times **Research Foundation Award**.
2. Cooperation and competition among industrial employees (1998) Published in Hassan, Q. (Ed.) *Applied Psychology, Indian Perspective*, New Delhi: Gyan Publishing House.
3. Life event scale: A revised scoring system (1999). Published in Pestonjee, D.M., Pareek, U, and Agrawal, Rita (Eds.) *Studies in stress and its management*, New Delhi: Oxford and IBH Publishing Co. Pvt. Ltd.

Twenty articles along with different co-authors were published as different chapters in one book edited by me.

4. Understanding human behaviour (2000). In *Behavioural Quotient*, Baroda, CBR.
5. Self-awareness – Johari Widow. (2000). In *Behavioural Quotient*, Baroda, CBR.
6. Interpersonal needs – FIRO- B. (2000). In *Behavioural Quotient*, Baroda, CBR.
7. Enneagram. (2000). In *Behavioural Quotient*, Baroda, CBR.
8. Emotional quotient (EQ). (2000). In *Behavioural Quotient*, Baroda, CBR.
9. Emotional Behavioural Training. (2000). In *Behavioural Quotient*, Baroda, CBR.
10. Motivation. (2000). In *Behavioural Quotient*, Baroda, CBR.
11. Group dynamics and team building. (2000). In *Behavioural Quotient*, Baroda, CBR.
12. Communication. (2000). In *Behavioural Quotient*, Baroda, CBR.
13. Active listening. (2000). In *Behavioural Quotient*, Baroda, CBR.
14. Leadership. (2000). In *Behavioural Quotient*, Baroda, CBR.
15. Creative problem solving. (2000). In *Behavioural Quotient*, Baroda, CBR.
16. The organization. (2000). In *Behavioural Quotient*, Baroda, CBR.
17. Stress management in individual and organizations. (2000). In *Behavioural Quotient*, Baroda, CBR.
18. Some relaxation exercises. (2000). In *Behavioural Quotient*, Baroda, CBR.
19. Time management. (2000). In *Behavioural Quotient*, Baroda, CBR.
20. Organizational culture. (2000). In *Behavioural Quotient*, Baroda, CBR.
21. Learning organization. (2000). In *Behavioural Quotient*, Baroda, CBR.
22. Business strategy and business maturity. (2000). In *Behavioural Quotient*, Baroda, CBR.
23. Human resource development. (2000). In *Behavioural Quotient*, Baroda, CBR.
24. Organization development. (2000). In, *Global Managers* (Edited by Upindar Dhar and S. Ravishankar), New Delhi. Himalaya Publishing House,

## 2. Research papers in International / foreign journals

1. Legibility of five digit Arabic and Devanagiri numerals as a function of their sizes (1977). *Journal of General Psychology* (USA), 97, 139-144.
2. Sleep deprivation and human performance (1972). *Psychologia* (Japan), 1972, 15, 2, 122- 126.
3. Human factors researches in India (1971). *Human factors* (USA), 13(4), 435-353.
4. Application of Carburiser's 'Human Scale' to the layout of workspace for typewriting job (1966). *Journal of Engineering Psychology* (USA).

## 3. Research papers and general articles in Indian Magazine and Journals:

### Research Papers and Articles in Indian Journals and Scholarly Periodicals (other than Book chapters given separately):

1. Shalav, D. and Daftuar, C.N. (2013) Psychometric Testing in Recruitment. *Business Manager: Making HR People Complete*. (Special Cover Feature Article), 16(4), Oct. 21-24.
2. Daftuar, C. N. (2012). Anatomy of Mentors: What make you a Mentor? *Business Manager: Making HR People Complete*. (Special Cover Feature Article), April 2012 13-20.
3. Daftuar, C.N. (2012) Development of Daftuar Types at Work (DTAW): A new measure of personality types and work behaviour. *Indian Social and Psychological Studies*, Bihar Psychological Association, ISPS (ISSN: 0974-634X), 5 (2), September,; 16 - 24
4. Daftuar, C. N. (2011). The Quantum Leader? *Business Manager: Making HR People Complete*. 14(5) Nov., 21-30.
5. Daftuar, C.N. (2011) Top Management 'Think-Week' for Personal and Organizational Growth with Self-Fulfillment: (How to Manage Personal Growth with Lessons, Learning, Leisure and Leverage?) *Business Manager, A complete magazine of Management, HRD & Labour Laws* (Special Cover Feature Article), September, 13-20.
6. Daftuar, C.N. (2011). Managing Managerial Retreats. *Indian Social and Psychological Studies*, ISPS, 4, (2), September: 61 – 67
7. Daftuar, C. N. (2011). Integrating HRM with Line and IR: Whose responsibility is this? *Business Manager: Making HR People Complete magazine of Management, HRD & Labour Laws*. 14(2) August, 32-37.
8. Daftuar, C.N. (2010). Techniques of Goal Settings for Achieving Your Peak in Work and Life. *Indian Social and Psychological Studies*, 03 (2), September 2010, 01-14.

9. Daftuar, C.N. (2010).Goal Setting Techniques: A Leadership essential. *Business Manager: the only complete magazine of Management, HRD & Labour Laws*. 13(4), October, 7-16.
10. Daftuar, C.N. (2010). Potential Problems and their Possible Solution in Running Successful Assessment Centre. *Business Manager: the only complete magazine of Management, HRD & Labour Laws*. 13(2), August, 21.
11. Daftuar, C.N. and Ranjan, Soma (2010). Assessment Centers. Appeared as Cover Feature in *Business Manager: The only complete magazine of Management, HRD & Labour Laws*. 13(2), August, 16-22.
12. Daftuar, C.N. (2010). Competency and Competency Mapping. *Psybernews: International Psychology Research Publication*, 1(3), July, 34-37.
13. Daftuar, C. N (2006) HRM and Stress Management: There is a new role to recon with for HRM researchers. *Training and Development*, 1(12), April 2006, 36-42.
14. Daftuar, C.N. and Nair, Priya (2005) Emotional intelligence - construction and validation of a test of EQ. *Abhigyan*, Volume: 23, Issue: 1, Pages: 10-15
15. Daftuar, C. N (2005). Advising and Consulting—Interview given to “*Training and Development*” magazine. Interview conducted by Ms.Ranjita Chattopadhyay. 1(6), October, 24-26
16. Biswas, U. N., and Daftuar, C. N. (2003). Sexuality and Health: Perceived Constraints and Coping Strategies among out-of-school Adolescents. In U. Vindhya (ed.) *Psychology in India: Intersecting crossroads* (pp.176-201). New Delhi: Concept Publications.
17. Daftuar, C.N., Dasgupta, Chandrani, and Mangharani, Nira (2002). *A New Approach to Measure Spiritual Quotient (SQ)*. (2002) Paper presented at the National Conference on Yoga and Indian Approaches to Psychology, Pondicherry, India, September, 29-October, 01.
18. Daftuar, C. N (2001). Construction and validation of a scale to measure organizational culture. *Indian Psychological Review*. Dec Issue
19. Daftuar, C. N (2001) Effective leadership style in Indian organizations: A look within. *Indian Psychological Review*. Dec.
20. Daftuar, C. N (2001) Technological advancement and its implications for HRD in the new century. *Behaviometric: a Journal Devoted to Behavioral Research with Focus on HRD*, 18(1), 1-7.
21. Daftuar, C. N (2001) Indian Universities-Temples of learning or warehouses. *University News*, 39(7), Feb.12, 1-4. An UGC Publication.

22. Daftuar, C. N., Nair, P. and Nira, M. (2000), "EQ and Managerial Effectiveness", Paper Submitted at the National Seminar on Leadership and Human Values: Creating a Global Context for Value Based Leadership, IIM, Lucknow, April 12-14.
23. Daftuar, C. N (2000) Intuition or logic-their place in psychological researches. *Journal of the Indian Academy of Applied Psychology*, 26 (1-2) 87-94.
24. Daftuar, C. N (2000) People-Technology interface: Issues, Experiences and Challenges for HRD in the new millennia. *Indian Journal of Training and Development*, 30(4), Oct-Dec.
25. Daftuar, C. N (2000) Performance appraisal and occupational stress. *Aphagia*, 18(2), April – June, 41-44.
26. Daftuar, C. N (2000) Academic achievement and risk- taking among tribal and non- tribal students of rural and urban areas *Psychological studies*, 45 (1&2), 103-105.
27. Daftuar, C. N (1999) Psychology in the third millennia. *Journal of the Indian Association of Applied Psychology*, 25(1-2), 1-10 (Published as a Special Feature Article).
28. Daftuar, C. N (1998) Beyond Maslow – An Indian perspective on need hierarchy. *Journal of the Indian Association of Applied Psychology*, 24(1-2), 1-10 (Published as a Special Feature Article).
29. Daftuar, C. N (1997) Occupational stress, organizational commitment and job involvement in Sattav, Rajas, Tamas personality types. *Journal of Indian Psychology*, 15(1-2), 44-52.
30. Daftuar, C. N (1997) Integrating HRD with line: Whose responsibility is this? *Indian Journal of Training and Development*, 27 (3), 55-67.
31. Daftuar, C. N (1997) Anxiety as a function of co-operation and competition, *Behaviorometric*, 14(1-2), 1-6.
32. Daftuar, C. N (1996) Contributions of HRD to total quality management. *HRM: The New Frontiers* ., October –December (3), 25-27.
33. Daftuar, C. N (1995) Ergonomics—the need of the hour. *Journal of the Maharaja Sayaji Rao University of Baroda*, 121-128.
34. Daftuar, C. N (1995) *In defence of assertive leader* Proceedings of the BMA's IV National Management Conventions on Transformational Leadership in Business and action, January.
35. Daftuar, C. N (1994) Regional similarities and differences in people's beliefs, practices and preferences, *Psychology and Developing Societies: A Journal*. July-December, 6(2), 131-150.

36. Daftuar, C. N (1994) A socio-psychological study of level of aspiration of Harijan students. *Prachi, Journal of Psycho-cultural Dimensions*, 10(1-2), 57-62.
37. Daftuar, C. N (1994) Conceptual framework of human resource development: some reflections. *Industrial Relations: News and Views*, 6(2) 8-12.
38. Daftuar, C. N (1993) Should we apply foreign management theories to Indian system? *Industrial Relations: News and Views*, 5(3), 8-12.
39. Daftuar, C. N (1993) Power distance and other work values among handicapped and normal employees. *Disabilities and Impairments* 7(1), 7-15.
40. Daftuar, C. N (1989) Translating research data and theory into practice of organizational (or social) change, *Indian Journal of Training and Development*, 19(3), May, 1-6
41. Daftuar, C. N (1988) Bases of power and power games of managers in oil refineries, *Journal of Psychometry*, 1(2), 11-22.
42. Daftuar, C. N (1988) Team building. Technical Report, *Gramya Research Analysis Institute*, August.
43. Daftuar, C. N (1987) Microcomputers as an agent of social change in India, *Proceedings of the International Seminar on Microcomputer and cognitive Process* (Aligarh, Feb. 5-8).
44. Daftuar, C. N (1986) *The relative legibility of alphanumeric characters of Roman, Arabic, Devanagari, and Bengali scripts*; 1986 IAAP (International Association of Applied Psychology) Conference, Jerusalem
45. Daftuar, C. N (1986) Job enrichment and job satisfaction, *Productivity*, 27(2), 167-173.
46. Daftuar, C. N (1983) Hindi adaptation of 'Choice Dilemma Questionnaire', *Indian Journal of Applied Psychology*, 20(1), 40-42.
47. Daftuar, C. N (1983) Control system in an utilitarian organization (1983) *Indian Journal of Public Administration*, 24,1,11-18.
48. Daftuar, C. N (1982) *Trends in human factors researchers in India*. Poster presentation in Engineering and Environmental Psychology (General), 58, Index No. A 15317, Edinburg.
49. Daftuar, C. N (1981) Legibility of types faces. *Journal of Psychological Researches*, 25(2), 108-110.
50. Daftuar, C. N (1981) Bio- data: A tool of industrial / organizational psychologists (1981). *Indian Journal of Industrial Relations*, 16(4), 593- 603.
51. Daftuar, C. N (1980) Personal variants and intellectual performance on a verbal intelligence test. *Psycholingua*, 10(2), 23-35.
52. Daftuar, C. N (1979) Occupational choice of Indian and Thai students (1979). *Manodarshan*, 14, 16-19.

53. Daftuar, C. N (1976) Cultural variables in engineering psychology. *Journal of Social and Economic Studies*, 7(1), 43-74.
54. Daftuar, C. N (1975) The Modular: A system of measuring body dimensions for designing household equipment. *Behaviorometric*, 5 (1-2), 15-26.
55. Daftuar, C. N (1972) Trammel academia', *Behaviorometric*, 2(2), 63-64.
56. Daftuar, C. N (1972) Paralogs of Zero association value in Devanagri script.. *Psycholinguistics*, 2 (2), 83-87.
57. Daftuar, C. N (1972) Critique of MAS: A study in co- educational and single sex institutions.. *Indian Journal of psychology*, 47(3), 239-343.
58. Daftuar, C. N (1971) An empirical study of two psychophysical methods. *Journal of Psychometric and Educational Measurement*, 1 (1-2), 21-23.
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60. Daftuar, C. N (1971) Some psychological problems for building designers: A human engineering point of view. *Indian Journal of psychology*, 46(1), 163-171.
61. Daftuar, C. N (1969) Status of industrial psychology in India: A review of published literature *Indian Psychological Review*, 5(2), 166-183.
62. Daftuar, C. N (1969) Optimizing system and machine design following human scale of proportion.. *Manas*, 16(1), 1-11.
63. Daftuar, C. N (1967) A study of task- structure and centrality in a management decision making game.. *Indian Journal of Applied Psychology*, 5(1), 11-19.
64. Daftuar, C. N (1967) Certain correlates of study habit. *Journal of Psychological Researches*, 11(3), 97-101.
65. Daftuar, C. N (1966) A study of eye and hand-reach angles as a function of different body dimensions in typewriting job.. *Journal of the Indian Academy of Applied Psychology*, 3(2), 40-46.



#### 4. Psychological Tests and Scales

1. **Aggression Scale**>>A scale to measure aggression among children
2. **BIRO-P** >>A test to match FIRO-B in content and results
3. **Clerical Aptitude Tests** >> An old test which measures the clerical aptitude for old fashioned clerks who used to work in our offices with typewriters etc.
4. **Communication Audit Scale**>> (A comprehensive instruments to measure flow and manner of communication occurring in an organization. To the best of our knowledge and belief this is the only measure of its type in India).
5. **Daftuar Types at Work (DTAW)**>> Gives results similar but with better validity and reliability system as that of MBTI. The test follows a different scaling system than those followed by Myer-Brigg for MBTI and hence has a better scientific domain. To the best of our knowledge and belief this is the only measure of its type in India and, Perhaps, Asia.
6. **Diagnostic Questionnaire for Training Needs (TN)**>> An useful instrument for TN Survey
7. **Delegation of Authority Scale**>> This instrument identifies the style an executive follows in delegating authority, power and roles to others (colleagues/subordinates/superiors).
8. **Employee Satisfaction Scale >> (ESP)**>> The scale covers 20 facets of job related factors which are 1) Task Related 2) Job Satisfaction 3) Goal Orientation 4) Career 5) Salary Structure 6) Performance & Rewards 7) Commitment / Involvement 8) Public Image of Company 9) Employees Relations 10) Decision Making Process 11) Retirement Benefits 12) Management Polices 13) Welfare Policies 14) Performance Management System(PMS) 15) Work Life Balance 16) Superior – Subordinate Relation 17) Work Innovation 18) HR Initiative 19) Voluntary Retirement Scheme and 20) VRS & MP. Full in-house training package of the ESP available.
9. **Enneagram** >>A test based on Sufi's philosophy of nine personality types. **A very new concept in Personality profiling with unique properties.** It was originally designed as a Ph.D. work in the M S University of Baroda in 1999. Since then the test has been revised four times. Forth edition published in November, 2013.  
This test gives 9 personality types namely: (1) Perfectionists (2) Helpers (3) Achievers (4) Romantics (5) Observers (6) Questioners (7) Adventurers (8) Asserters and (9) Peacemakers
10. **Executive Initiative Scale** >> Measures the initiative levels in an executive with moderate validity quotient. It gives a unitary score on Initiative level of an executive.
11. **Frustration Scale**>> Measures the level of frustration among adolescents and youths. It is particularly useful for students and young employees. Has high reliability and validity quotient.

12. **HRD Function Questionnaire** >> An instrument useful for doing HR and HRD audit  
This questionnaire measures ten dimensions like (1) Participation, (2) Succession Planning, (3) Human Resource Information, (4) Organizational Development, (5) Training, (6) Appraisal, (7) Counseling, (8) Career Planning, (9) Rewards & Welfare and (10) Job Enrichment
13. **Leadership Effectiveness Scale (LES)**>> Measures five dimensions of Leadership, namely, 1. Emotional Stabilizer, 2. Team Builder, 3. Performance Orientor, 4. Potential Extractor and 5. Value Inculcator. Has high reliability and validity. This is more useful for training purpose than in activities like recruitment etc.
14. **Learning Quotient** >> This test helps in indentifying an individual's inclination to learn, which is an important factor that a High Potential employee needs to possess.
15. **Life Event Scale** >> A scale to measure stress levels in terms of what has happened in one's life over the years.
16. **Memory Test** >> This instrument measures the level of memory span and is useful for school going students in the age range of 8 to 16 years.
17. **Organization Effectiveness Scale (OES)** >> It is a scale which measures nine dimensions of Organizational Effectiveness indices. It has been widely used for research by several doctoral (PhD) and post-doctoral students all over India. The nine dimensions measured through this scale are: (i) Consensus, (2) Legitimatization, (3) Need for Independence, (4) Self- Control, (5) Job Involvement, (6) Innovation, (7) Organizational Commitment, (8) Organizational Attachment and (9) Job- Satisfaction.
18. **Organizational Power strategies scale (OPSC)**>> Measures the various power strategies that a managers employs to play their power games in organizations.
19. **Organizational Stress**>> The test measure stress related to job and responsibilities assigned to a person/employee.
20. **Power Orientation Scale**>> This scale measures person's experience of being powerful in a given situation.
21. **Power Tactics Scale**>> The scale on power tactics (PTS) helps identify the commonly used methods (strategies) used by people in out of power (full) positions. The scale has also been used to train people to exercise power.
22. **Personal Information Questionnaire**>> This is used to seek the personal information which is used with other instruments.
23. **Revised version of Mohsin – Samsad Adjustment Scale (M-S, AS)**>> The test measures five dimensions (areas) of adjustment in life, namely adjustment towards social issues, family, health, educational settings and peers (friends).
24. **Salahkaar Employee Engagement Scale (SEES)** >> It covers about 20 dimensions but is flexible as it can accommodate more dimensions.

- 25. Salahkaar Managerial Behavior questionnaire (SMBQ)>>** SMBQ is a Scale to measure typically Indian styles of leadership which are normally not found in other Western tests. The scale is very suitable for the Indian work conditions. The styles of leadership measured are: (a) Task-oriented (TO), b) Bureaucratic (BU), c) Personalized Relation Orientation (PR), d) Nurturant (N), e) Authoritative (A), f) Participative at low levels (P), g) Assertive combined with low level of participation and Nurturant (A,p+N), and h) Nurturant-Task (N-T)
- 26. Salahkaar Organizational Climate Scale (OCS)>>** The dimensions measured through this test are 1.Task Oriented 2. Bureaucracy, 3. Personalized Relations 4. Nurturant 5. Authoritative 6. Participative
- 27. Salahkaar Organizational Culture Scale (SOCS).** It is a scale which measures the specific culture of an organization. The dimensions of Culture of an organization measured through this test include (1) Ability Utilization, (2) Growth and Innovations, (3) Helping behaviour, (4) Low stress, (5) Personalized relationship, (6) Individual dignity and good achievement, (7) Bureaucracy and (8) Shared Outlook.
- 28. Salahkaar Creativity Test>>** This test has been designed to measure individual's capacity to do creative thinking.
- 29. Salahkaar Emotional Quotient/ Intelligence Test (Eqit) -** The first and the only Indian Test/Scale to measure EQ of Indian managers. (Full In-house Training Package with License available). This measures (1) Realistic Orientation, (2) Self-assertion, (3) Impulse Control, (4) Empathy, (5) Communication and cooperation, (6) Optimism, (7) Self-awareness, (8) Innovative / Creative Instincts, (9) Risk taking, (10.) Analytical, (11) Social self / effective relationship, (12)Enterprising / Initiative taker, (13 )Artistic and (14) Well/not well Adjusted
- 30. Salahkaar Intelligence test >>** This test of General Intelligence is meant for quick estimate of General Intelligence level of a Test-Taker (testee) who is either facing a recruitment test or wants to know his/her Index of General Intelligence (IGI) for his own personal development.
- 31. Salahkaar Sales' Aptitude Test>>** The Test gives a global picture of sales' aptitude of the test taker. Full In-house Training Package with License is also available.
- 32. Salahkaar Mentoring Questionnaire (SMQ):** Questionnaire to assess mentoring skills. The dimensions measured from this test are (a) His willingness to share skills, knowledge, and expertise. (b) He demonstrates a positive attitude and acts as a positive role model-what it takes to succeed in life and career. (c) Mentors need to take personal interest in the mentoring relationship. (d) Self awareness (e) Empathy and sympathy (f) Effective mentors are enthusiastic about their field and they show it to everyone (g) Good mentors should understand the importance of life-long learning and growth (h) A true mentor provides guidance and constructive feedback (i) A good mentor is generally respected by employees at all levels of the organization (j) Effective mentors set and meet ongoing personal and professional goals (k) Good mentors value the opinions and initiatives of others (l) Mentors walk the talk-motivate others by setting examples (m) Compassion (n) Innovative and Risk Taker (o) Analytical mind.
- 33. Salahkaar inventory Management Questionnaire:** Test to assess Inventory knowledge related to inventory.

34. **Test of Spiritual Intelligence/Quotient (SQit) TM** – This test was designed as a pioneer initiative and we claim it to be the **first ever test of spiritual Intelligence In the world**. It was first created in 1998 as a MA thesis work. Full In-house Training Package with License is available. It has 15 dimensions namely, 1) God & Religiosity 2) Soul 3) Self Awareness 4) Spiritual Exercises 5) Life Style Values 6) Gender & Caste Equality 7) Fate & Karma 8) Interpersonal relations 9) Divinity in Love 10) Spirituality in leadership 11) Helping Behaviour 12 ) Flexibility 13) Ability to use and overcome suffering for self growth 14) Ability to transcend pain 15) Being spiritually intelligent about death
35. **Value Checklist:** Values related to work and life are measured. The values dimensions are: Responsibilities, Work as worship, Freedom, Clear Objective, Harmony and cooperation. Adjustment, Fairness, Courtesy and Humility, Working in teams, Self- Discipline.
36. **360 degree feedback questionnaire:** An effective tool for collecting 360 degree feedback of an employee.

## 5. Bibliographies:

1. Leadership studies in India: A bibliography. (1999) *Indian Journal of Training and Development*.
2. Management Decision Making: A bibliography. (2001) *Indian Journal of Training and Development*.

## 6. Book Reviews

1. Scientists: A social psychological study (1976). (By Sri Chandra). Oxford Publishing House. *Behaviorometric*.
2. Psycho-lingua : (1977) Ravi Shankar University. *Behaviorometric*
3. Communications in Organization (1977). (By L.W.Porter) Penguin. *Indian Journal of Industrial Relations* 13.
4. Behavior in organizations (1978) (By Porter, A.W.) Tata McGraw-Hill. *Indian Journal of Industrial Relations*, 14.
5. Organizational Behavior (1980) (By Fred Luthans). McGraw-Hill Kogakkusa, Ltd., Tokyo, 2<sup>nd</sup>Ed. *Indian Journal of Industrial Relations*. 15, 3, 476-478.
6. Industrial Democracy in Europe ((1983) (By IDE Research Group) N.Y. Oxford University Press, (1983) *Management Review and News Letter*.
7. Managerial Transformation by Values (1993). (By S.K. Chakraborty), SAGE New Delhi, *Industrial Relations: News and Views*, 6(1) 17-18.

## 7. Books and Papers submitted/under preparation for publication

### Submitted:

- 1 A text book of human resource development (Accepted for publication)

### Under preparation:

1. A Textbook of HRD
2. A Comprehensive Guide to Assessment Centre
3. Behaviour Quotient-Revised, II<sup>nd</sup> Ed.
4. Handbook of Competency Mapping
5. Psychometric for managers
6. Science of Spirituality: Asian Experiences (A book of readings)
7. Spiritual Managers: Its imperativeness for Organizational Effectiveness.
8. World Religions in Nutshell

## **8. Papers submitted / presented at international seminar and conferences, etc.**

1. Ambiguous communication in an Indian organization. Annual Conference of International Communication Association, Chicago, May 22-27, 1986.
2. Role of human factors engineering in underdeveloped countries with special reference to India. First Seminar on National and Cultural Variables in Human Factors / Ergonomics, Oosterbeek, Holland, 19-23 June, 1972 (Presented).
3. Accident: A black spot in Industrial Life. Presented in a seminar on "Industrial life". BATA India Ltd. 1973..
4. Engineering Psychology in cross-cultural settings. Second conference of Cross – cultural psychology, University of Tillburg, Holland, 1976 (Presented).
5. Stereotypes of Indian and Thai students towards different nationalities. Paper accepted for presentation to the third convention of International Association of cross-cultural psychologists. Held at Munich, Germany, July 1978 (Could not attend).
6. Ergonomics researches in India: A review of published literature, 23<sup>rd</sup> congress of International Association of Applied psychology, Edinburgh, U.K. July 25-31, 1982 (Accepted, could not attend).
7. A,p+N style of leadership : Experimental verifications of a concept of effective leadership style in Indian work situations. 21<sup>st</sup> International Congress of Applied Psychology, Tel Aveevs, July 12-16 1986.
8. Attitude towards technology between two groups of Thai and Indian students. 8<sup>th</sup> International Congress of Cross-cultural Psychology, Istanbul, July 6-10 1986 (Accepted, could not attend).

## **9. Paper presented to National seminars and conferences.**

Several – At least one or two every year to the Indian Science Congress Association's Annual Conferences and other conferences / seminars with one or two exceptions since 1966 to 2000 AD. Detail records are not available (only some of them are listed below).

## **10. Papers presented to various annual sessions of Indian Science Congress Association.**

1. A study of eye and hand – reach angles as a function of different body dimensions in typewriting job. (1996) Chandigarh.
2. A study of human- scale for work layout in Typewriting job. (1967) Hyderabad.

3. A study of task- structure and centrality in management decision-making games. (1968) Varanasi.
4. Effect of sleep deprivation on simple and complex reaction time. (1969) Bombay.
5. Some psychophysical problems for building designers: A human engineering point of view (1969) Bombay.
6. Relative legibility of Roman, Devenagri and Bengali typefaces (1974), Nagpur.
7. Legibility of 5-digit Arabic and Devenagri numerals as a function of their sizes (1976), Waltair.
8. Legibility of 5-digit Arabic, Devenagri and Roman alpha-numeric characters as a function of their sizes for Indian and Thais students (1980), Calcutta.
9. Bio-data has its uses for industrial-organizational psychologists. (1980) Calcutta.
10. Some correlates of attitudes towards mechanization of Indian and Thais students (1981), Varanasi.
11. Control distribution in Public and Private Indian hospitals (1984), Ranchi.
12. Power strategies: The games top people play in organizations (1985) Lucknow
13. Bases of Power games of managers in a refinery (1988) Pune.

**And many more for which record is not available.**