

PROF. JAGDEEP S. CHHOKAR (MARCH 7, 2024)



Source: IIMA Archives Oral History Interview

"NEW APPOINTMENTS"

PERSONNEL

K. Balakrishnan joined the Finance and Accounting area as Professor on April 4, 1985. Before joining the Institute he was with the Asian Institute of Management, Manila.

Dr. Rekha Rani Jain joined the Production and Quantitative Methods area as Visiting Faculty on June 21, 1985. Before joining the Institute, she was a probationary officer with the State Bank of India.

Dr. R.H. Dholakia joined the Economics area as Associate Professor on September 3, 1985. Before joining the Institute, he was Reader in Economics at M.S. University, Baroda.

Dr. J.S. Chhokar joined the Organizational Behaviour area as Associate Professor on September 30, 1985. Before joining the Institute, he was Professor, Organizational Behaviour-Management Development Faculty, Railway Staff College, Vadodara.

Dr. G. Raghuram joined the Public System Group as Assistant Professor on October 7, 1985. Before joining the Institute, he was Assistant Professor, School of Business, Tulane University, New Orleans.

"RESEARCH PROJECTS"

Following research projects were initiated;

- a) Organizational Climate in the Gujarat State Road Transport Corporation by Professor Jagdeep S. Chhokar.
- b) Planning for Rural Development: Some Case Studies by Professor Ravi H. Dholakia.
- c) Divic Discipline and Organizational Coordination in Management of Urban Transport Systems by Prof. Tirath Gupta.

Source: IIMA 25th Annual Report, 1986-87, IIMA Archives

"COMMITTEES"

I. Policy & Perspectives Committee

Profs. N.R. Sheth - Chairman

V.N. Asopa

K. Balakrishnan

Grp. Capt. RN Bali

Profs. S.C. Bhatnagar

Shekhar Chaudhuri

JS Chhokar

RS Ganapathy

Sasi B. Misra

Arun Monappa

Sipra Mukgopadhyay

Nirmala Murthy

IM Pandey

Indira J Parikh

TP Rama Rao

TV Rao

JK Satia

PR Shukla

UK Srivastava

O Tripathi

X. Admissions & Financial Aid Committee

Profs. MR Dixit - Chairman

VN Asopa

Jagdeep Chhokar

IM Pandey

V Venkata Rao

PR Shukla

Source: IIMA 25th Annual Report, 1986-87, IIMA Archives

"SEED MONEY PROJECTS COMPLETED"

Seed Money Projects Completed

- 1 Chhokar, J S, "Action Tendency Measure of Job Satisfaction."
- 2 Chhokar, J S; and Bhatnagar, Deepti, "Attitudes, Values, and Expectations of Management Graduates."
- 3 Sridharan, R, "A Survey of Models and Solution Procedures for Communication Problems (Telecommunications: A Survey)."
- 4 Pandya, J F; Shah, M C; and Trivedi, G J, "Energy: A Classified Bibliography 1970-1985."
- 5 Pandey, I M; and Bhat, Ramesh, "Corporate Financial Goals and Their Association with Financial Performance: A Cross Valuation Study."
- 6 Saiyadain, Mirza S, "Factors Affecting Family Planning Knowledge and Practice."
- 7 Ravichandran, N, "Analysis of Multi Commodity Inventory Models of (S,s) Type."
- 8 Ramachandran, K, "Urban Informal Sector: The Case of Panwallas."

Source: IIMA 27th Annual Report, 1988-89, IIMA Archives

"CASE DEVELOPMENT PROJECTS INITIATED"

Case Development Projects Initiated

1. **Chhokar**, Jagdeep S. and Jain, Abhinandan K., "Case Development on International Marketing by a Large Trading House: MMTC."
2. Joseph, Jerome, "Case Development on Origin, Growth and Evolution of the Family Business Group."
3. Ramachandran, K., "Case Development on Elite Bread."
4. Ramani, K.V., "Case Development on Computer Based Information System for Order Processing at MIDHANI."
5. Ravichandran, N. and Sastry, Trilochan, "Case Development on Two Wheeler Motor Cycle Industry (Enfield India)."
6. Sastry, Trilochan and Chandra, Pankaj, "Case Development on Maruti Udyog Limited."

Source: IIMA 33rd Annual Report, 1994-95, IIMA Archives

"PUBLICATIONS"

20. Den, Hartog D.; House, R. J.; Hanges, P. J.; Ruiz-Quintanilla, S.A.; Dorfman, P.W.; Chhokar, J.S.; and others. "Culture Specific and Cross Culturally Generalizable Implicit Leadership Theories: Are Attributes of Charismatic/Transformational Leadership Universally Endorsed?", *Leadership Quarterly*, 10, 2, 1999, 219-256.
45. House, R.J.; Hanges, P.J.; Ruiz-Quintanilla, S.A.; Dorfman, P.W.; Javidan, M.; Dickson, M.W.; Gupta, V.; Chhokar, J.S.; and others. "Cultural Influences on Leadership and Organizations: Project GLOBE" (A GLOBE Publication). *Advances in Global Leadership*. W.H. Mobley, M. J. Gessner, and V. Arnold. (eds.). Stanford, CN: Jai Press, 1, 1999, 171-233.

Source: IIMA 38th Annual Report, 1999-2000, IIMA Archives

“PUBLICATIONS”

APPENDIX 6

(Continued)

Chhokar, J.S., “Electoral Reforms: Law Commission’s Recommendations” in Lakshmi Krishnamurti; R. Hariharan, and Gert W. Kueck (eds.), *Making a Success of Coalitions*. Chennai: East West Books, 2000, 151-67.

Chhokar, J.S.; Dickson, M.W.; and Aditya, R.N., “Definition and Interpretation in Cross-cultural Organizational Culture Research: Some Pointers from the GLOBE Research Program” in N.M. Ashkanasy, C.P.M. Wilderom, and M.F. Peterson (eds.), *Handbook of Organizational Climate and Culture*. Thousand Oaks, CA: Sage Publications, 2000, 447-64.

Source: IIMA 39th Annual Report, 2000-2001, IIMA Archives

“IIMA BOARD OF GOVERNORS”

APPENDIX 12 BOARD OF GOVERNORS

	Chairperson I.G. Patel
Sanjay Narayan Financial Adviser Department of Education Ministry of Human Resource Development New Delhi	Kumaramangalam Birla Chairman A.V. Birla Group Mumbai
Maharaj Krishen Kaw Secretary Department of Education Ministry of Human Resource Development New Delhi	Deepak Parekh Chairman Housing Development Finance Corpn. Limited Mumbai
Ravindra Gupta Secretary (HI & PE) Department of Public Enterprises Ministry of Industry New Delhi	Anil R. Bakeri Chairman and Managing Director Bakeri Group Ahmedabad
Suresh Neotia Chairman Gujarat Ambuja Cements Limited New Delhi	N.R. Narayana Murthy Chairman and Chief Executive Officer Infosys Technologies Limited Bangalore
Virat M. Vota Commissioner of Higher Education Office of the Commissioner of Higher Education Education Department Government of Gujarat Gandhinagar	J.P. Chowdhary Chairman and Managing Director Titagarh Industries Limited Calcutta
Gauri Kumar Secretary (Higher and Technical Education) Education Department Government of Gujarat Gandhinagar	K. Srinivasan Director-General National Productivity Council New Delhi
R.S. Nirjar Chairman (I/C) All India Council for Technical Education New Delhi	I.S. Chhokar Indian Institute of Management Ahmedabad
Hrishikesh A. Mafatlal Mafatlal Industries Limited Mumbai	Indira Parikh Indian Institute of Management Ahmedabad
A.M. Naik Chief Executive Officer and Managing Director Larsen & Toubro Limited Mumbai	K.V. Kamath Managing Director and CEO ICICI Limited Mumbai
Arvind N. Lalbhai Chairman and Managing Director Arvind Mills Limited Ahmedabad	Shrenik Kasturbhai Managing Director Anil Starch Products Limited Ahmedabad
Prafull Anubhai Chief Executive Arohi Consultants Private Limited Ahmedabad	Elaben R. Bhatt Founder Self-Employed Women's Association (SEWA) Ahmedabad
	Jahar Saha Director Indian Institute of Management Ahmedabad
	Secretary A.K. Dua Indian Institute of Management Ahmedabad

Source: IIMA 39th Annual Report, 2000-2001, IIMA Archives

“CHANGE OF GUARD AT IIMA”

Change of Guard at IIMA

Prof. Bakul H. Dholakia took over as the Director of the Institute on October 10, 2002.



Prof. Jahar L. Saha, Director, April 9, 1997 to July 8, 2002



Prof. Jagdeep S. Chhokar, Director In-charge, July 8-Sept. 28, 2002



**Prof. Bakul H. Dholakia, Director In-charge Sept. 28, 2002-October 9, 2002.
Director, October 10, 2002 onwards**

Source: IIMA Alumnus, October 2002, IIMA Archives

"PUBLICATIONS"

Chhokar, J.S., "Reforming the Electoral System," *Seminar*, 521 (January 2003), 61-64.

Chhokar, J.S., "Electoral Reforms: Key to Effective Democracy," *Freedom First, A Liberal Quarterly*, 454 (July-September 2002), 5-8.

Chhokar, J.S. and Pande, S., "Taste for Swiflet's Edible Nest Lowering its Numbers," *National Geographic Birdwatch* (September/October 2002), 12-14.

Chhokar, J.S.; Gupta, V.; Surie, G.; and Javidan, M., "South Asia Cluster: Where the Old Meets the New?" *Journal of World Business (Special Issue on GLOBE, the Global Leadership and Organizational Behaviour Effectiveness Research Program)*, 37, (2002), 16-27.

Chhokar, J.S., "Citizens and the Electoral Process" in S.K. Kashyap (ed.), *National Resurgence through Electoral Reforms*. Delhi: Shipra Publications, 2002, 91-97.

Chhokar, J.S.; Gupta, V.; and Surie, G., "Cultural Worldviews and their Foundations: The Case of Southern Asia" in B. Pattanayak and V. Gupta (eds.), *Creating Performing Organizations: International Perspectives for Indian Management*. New Delhi: Response Books, 2002, 440-465.

Source: IIMA 41st Annual Report, 2002-2003, IIMA Archives

“WE CAN AND WE WILL MAKE A DIFFERENCE”

We CAN and We WILL make a difference: Cleansing Politics

When eight IIMA faculty members, two alumni and
an NID professor decided “enough was enough” and set up
..... ADR to improve democracy and governance in India

Criminalisation of politics is a well-documented fact. Newspapers keep reporting about it and this just adds to the general disaffection with the political process. Feeling that this disaffection had reached disturbing levels, 8 faculty members of the Institute — Profs. Trilochan Sastry, Jagdeep S. Chhokar, Devanath Tirupati, Brij Kothari, Pankaj Chandra, Rajesh Agarwal, P.R. Shukla and Prem Pangotra, 2 alumni — Sunil Handa and Ajit Ranade, and Prof. Sudarshan Khanna of the National Institute of Design decided to do something. They set up the Association for Democratic Reforms (ADR).

The Genesis

“We wondered why people voted for candidates who either had criminal cases pending against them or were even convicted of crimes ranging from murder to bomb blasts. We were acutely aware that some of these cases may be frivolous or trumped up by political opponents.

Some of us wondered if the voters’ choice would be different if they knew about the pendency of such charges against the candidates. We tried to find out how a voter could access this information and to our great surprise, we found that there really was no way.

After discussions with some electoral officials and others (who were infinitely more knowledgeable on this issue

than we were), we felt that this might be a small and not-too-difficult a thing to do,” Prof. Chhokar said.

The Idea

“We discussed and explored various options of getting this done but could not come up with anything workable till one of us, Professor Trilochan Sastry, came up with the idea of filing a Public Interest Litigation (PIL).

Initially, several of us dismissed it off-hand, as we were not, and still are not, litigious or activist people. However, with passage of time and lack of hope of success in any other way, we decided to file a PIL,” added Prof. Chhokar.

We started off fine

A Public Interest Litigation was filed in the Delhi High Court in October 1999. It requested that candidates, contesting Parliament and State Assemblies elections, be required to declare any criminal cases pending against them at the time of filing their nominations. Further, voters should be able to get this information to make an informed choice while voting.

This was upheld by the Delhi High Court on November 2, 2000. In fact, the court went beyond what the ADR had requested and directed the Election Commission to make even more information available to voters. Both the *Times*

Source: IIMA Alumnus, June 2003, IIMA Archives

of India and the *Indian Express* described it as a “landmark” judgement. Another newspaper called it “a major step towards checking criminalisation of politics”.

However...

The Union government of India appealed to the Supreme Court. The Delhi High Court judgement was upheld by the Supreme Court in its judgement delivered on May 2, 2002.

Government of India decided to issue an Ordinance for amending the Representation of the People Act to prevent implementation of the Supreme Court judgement of May 2, 2002.

Taking a stand

A group of 26 people, (including 3 ADR members) from different parts of the country representing more than 20 civil society organisations, met the President on August 16, 2002. They requested him not to sign the Ordinance citing it as violating the Constitution.

The President did return the Ordinance to the Cabinet seeking clarifications. The Cabinet, however, sent it back to the President without clarifications or any modifications. In keeping with tradition, the President signed the Ordinance on August 24, 2002.

Subsequently, the Parliament passed a bill to amend the Representation of the People Act in keeping with the Ordinance.

Other initiatives

- 1) The ADR conducted a sample survey to check accuracy of electoral rolls in Gujarat before the November 2002 State Assembly elections. Volunteers went from house to house in five polling booths, three in urban and two in rural areas. The survey found that there were as many as 32% errors, both of omission and commission in the electoral rolls.
- 2) An Election Watch was conducted for the State Assembly elections in Gujarat to bring criminal background of candidates contesting elections to the notice of the electorate. Volunteers of ADR collected information on criminal background of candidates from a variety of sources, which was cross-checked with the affidavits the candidates submitted along with their nomination papers, as required by the Ordinance.

A Gujarat Election Watch Committee consisting of eminent citizens of Gujarat including three retired Chief Justices of the High Court, two retired Directors General of Police, several academics, lawyers, doctors, and other active citizens, was formed to verify the information collected by ADR volunteers.

As a result of the above exercise, a list of 138 candidates with criminal backgrounds was released to the media. This included 63 candidates from the two major politi-

cal parties — BJP and Congress. Approximately one in six from the two parties had a criminal record.

- 3) ADR filed another PIL in the Supreme Court in September 2002 challenging the constitutionality of Section 33-B of the Representation of the People (Amendment) Act 2002. This was one of the three petitions which resulted in the March 13, 2003 judgement of the Supreme Court which declared Section 33-B of the Representation of the People (Amendment) Act unconstitutional, and null and void.
- 4) ADR organised a National Workshop on Electoral Reforms and the Right to Information on May 10-11, 2003, with the objective of ensuring effective implementation of the Supreme Court judgement of March 13, 2003, starting with forthcoming State Assembly elections in Rajasthan, Madhya Pradesh, Chhattisgarh, and Delhi later this year. The Workshop, attended by over 125 people representing Civil Society Groups from 11 states (Chhattisgarh, Madhya Pradesh, Rajasthan, Delhi, Gujarat, Andhra Pradesh, Tamil Nadu, Uttar Pradesh, Maharashtra, Karnataka, and Orissa), and election officials from several states, focused on concrete action plans for the future rather than on theoretical discussions on good governance. Several organisations who have been actively working on electoral reforms shared their experience. Groups from Rajasthan, Madhya Pradesh, Chhattisgarh, and Delhi presented their action plans for conducting Election Watches in their States. Lok Satta and ADR who carried out successful Election Watch campaigns in Andhra Pradesh and Gujarat respectively offered to support activities in different states. The Workshop ended with a consensus that all organizations would support each other and work together to carry forward the work on electoral reforms. It was also decided to hold similar workshops every year with AGNI (Action for good Governance & Networking in India), Mumbai, offering to host the next, second, National Workshop on Electoral Reforms.

It is hoped that concerned citizens and other civil society groups will continue to work for improving the electoral system which is the foundation of an effectively functioning democracy. Those interested in finding out more about ADR and its activities are welcome to visit ADR's web site, www.adrindia.org.

“RETIREMENTS”

Appendix L3 Retirements

Professor Girja Sharan
Professor Gurdev Singh
Professor A. Tripathy
Professor J.S. Chhokar
Gita Ranchan
T. I. Paul
Ravi Acharya
Laxmanji A. Thakore
N. P. Solanki
Ramnihal Yadav
N. M. Sahadevan
H. T. Mistry
K. P. Gajjar

Source: IIMA 45th Annual Report, 2006-2007, IIMA Archives

“PUBLIC POLICY SIG”

Public Policy SIG

Public Policy SIG has given students opportunities to interact with some of the eminent personalities in the policy domain:

- Paranjay GuhaThakurta, Activist, Commentator, and Educationalist
- Dr. Haren Das, Chairman, Assam Industrial Development Corporation
- Professor Sebastian Morris, IIM Ahmedabad
- Professor Anil Gupta, Coordinator SRISTI, Founder Honey Bee Network, Executive Vice Chair, National Innovation Council
- Harsh Mander, ex-National Advisory Council member and Communal Harmony activist
- Jagdeep S. Chhokar, founding member, Association of Democratic Reforms
- Shailesh Gandhi, Prominent RTI Activist
- Vijay Mahajan, social entrepreneur and Founder and CEO, BASIX Social Enterprise Group

SIG conducted panel discussions, seminars and speaker sessions on issues like the Right to Information Act, monetary policy paralysis and female security, TV News: Ethics vs TRPS, Assam's political turmoil, etc. SIG also sent consultation to the Government of India on national youth policy.

SIG conducted a campaign on informed decision making in association with ADR on Gujarat elections. It began working on projects with leading think-tanks in the country such as Project with Centre for Civil Society and PRS Legislative Research. A short film on save the girl child was another initiative besides conducting events like Chankya, Chakravyuh, Ideafest, and quizzes.

Source: IIMA 51st Annual Report, 2012-2013, IIMA Archives

"LIFE AFTER IIMA"

Sepia Tomes
12



The word "chat", according to one dictionary, means "informal conversation". According to another, it means "to converse in a familiar or informal manner." As we can see, "conversation" is the common thread. "Conversation", on its own, means "informal interchange of thoughts, information, etc., by spoken words; oral communication between persons; talk," and "the ability to talk socially with others."

The purpose of the above apparent digression is to clarify that a "chat" with the Alumni is not really possible through a piece like this. I agreed to write it in the hope that this piece might result into a chat. That would happen only if and when some Alumni respond to this piece, either by email (jchhokar@gmail.com) or on Facebook or by writing to IIMA Alumnus. Enough of this seemingly irrelevant digression, now to the main business.

I have decided to write about life after IIMA because my life is truly very different now since March 28, 2007 when we moved to New Delhi after spending 22 years at IIMA. I still do some teaching of management, though minimal, and also do some management consulting, also minimal. Most of my time is spent on what is at best called electoral, political, and constitutional reform, and I engage in these so-called reforms through reading, writing, and speaking. I have decided to share this part of my life with you, the alumni, because some of it is very much in the public discourse these days, what with the government and all political parties trying to amend the Right to Information Act (RTI Act) to keep political parties

out of its ambit, and to amend the Representation of the People Act (RP Act) to nullify Supreme Court judgments that aim to reduce the impact of criminalisation on our electoral and political systems.

The activity began in the latter half of 1999 when I was still at IIMA and the person responsible for it was an alumnus of IIMA, who was also a colleague on the faculty at that time. The name, as some if not most of you might know, is Trilochan Sastry, PGP 1983. It was his idea that something should be done to reduce the impact of criminals in politics. I tried to convince him for a few months that professors like us should concentrate on our core activity, teaching and research, and not worry about what I thought at that time were extraneous activities. As things turned out, I am now deeply involved in the same extraneous activities.

Another trigger was the 170th report of the Law Commission of India (<http://lawcommissionofindia.nic.in/lc170.htm>) titled Reform of the Electoral Laws, submitted to the then Law Minister in May 1999, Ram Jethmalani. I read about this report in newspapers and got hold of a copy. Reading

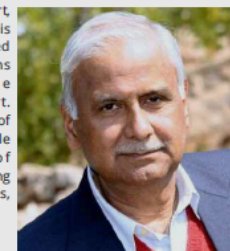
this report was a major reason for my getting involved in this activity. Then, as the cliché goes, one thing led to another and I found myself getting involved deeper and deeper. Some examples of what I do can be seen at <http://jagdeepchhokar.wordpress.com>.

In terms of specific action, a public interest litigation (PIL) was filed in December 1999, and for that purpose an association of persons called the Association for Democratic Reforms (ADR) (www.adrindia.org) was formed. There were eleven founders out of whom eight were then faculty members at IIMA, two were IIMA alumni, and one was a professor at the National Institute of Design (NID) in Ahmedabad. Those who are interested can see a bit of the history at <http://adrindia.org/about-adr/who-we-are>.

To fast forward to today, ADR was one of the petitioners to the Central Information Commission (CIC) to declare six national political parties as public authorities under the RTI Act. The CIC announced its decision on June 03, 2013, agreeing with the petition. First there was a move to issue an ordinance to amend the RTI Act to undo the CIC's decision but that was given up, seemingly under public pressure. Now, as I write this, a bill to amend the RTI Act is in Parliament, and it is expected to be passed. Attempts to prevent its passage are also underway. I guess we will know what happens by the time this "chat" gets into print. You can read some details, if you are interested at <http://www.governancenow.com/news/regular-story/political-parties-get-it-all-wrong-right-information> and see http://articles.timesofindia.indiatimes.com/2013-06-09/all-that-matters/39849431_1_rti-act-political-parties-dc-order.

The other issue that is currently "hot" is a judgment of the Supreme Court, announced on July 10, 2013, in what has come to be known as the Lily Thomas case. It says that if an MP or an MLA is convicted in a criminal case, s/he will lose his/her seat in the legislature with immediate effect. The existing law allows a convicted MP or MLA to continue to be a lawmaker if s/he appeals to

the higher court, till the appeal is finally decided which happens only in the Supreme Court. The net effect of this is that people convicted of crimes, including heinous crimes,



Jagdeep Chhokar continue to be MPs/MLAs for many years since it often takes years for such a case to be finally decided. This is again not liked by the political establishment and there is complete unanimity that this should not be allowed to happen. A review petition has been filed in the Supreme Court by the Union of India, which is scheduled to be heard on September 04, 2013. We will also know the outcome of that by the time this "chat" gets into print. Details of this can also be seen by those interested at <http://governancenow.com/news/regular-story/time-dean-politics-will-indias-netas-allow>.

These are not the only things ADR does. A website maintained by it (www.myneta.info) has the criminal, financial, and educational data about almost 70,000 people who have contested elections to Parliament and State Assemblies since 2003. This data is based on sworn affidavits submitted by candidates themselves when contesting elections as part of their nomination forms, so its correctness cannot be questioned by anyone. This data is in the public domain, accessible to anyone anywhere in the world who has access to Internet.

This has been an interesting and exciting journey which began when I was at IIMA and continues...

As I said in the beginning of this piece, it will become a "chat" only when there are some responses, so now it is up to you, The Alumni.

All the Best.

Source: IIMA Alumnus, October 2013, IIMA Archives

“PROFESSOR JAGDEEP CHHOKAR LEAVES A LASTING LEGACY AT IIMA”

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News / Cities / **Ahmedabad** / Avid bird watcher and crusader of electoral reforms, Professor Jagdeep Chhokar leaves a lasting legacy at IIMA

Avid bird watcher and crusader of electoral reforms, Professor Jagdeep Chhokar leaves a lasting legacy at IIMA

Co-founder of the Association for Democratic Reforms (ADR), Chhokar spent a good two decades on IIMA campus, from 1985, mainly as professor of Organisational Behaviour.

Written by **Ritu Sharma**
Ahmedabad | September 13, 2025 09:07 AM IST
4 min read

As Treated Source on




The Jamalpur school would later be called the Indian Railways Institute of Mechanical and Electrical Engineering (IRIMEE).

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“JAGDEEP CHHOKAR: THE PROFESSOR WHO TAUGHT INDIAN DEMOCRACY A LESSON”

Jagdeep Chhokar: The professor who taught Indian democracy a lesson

TNN / Updated: Sep 12, 2025, 13:58 IST

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Professor Jagdeep S Chhokar passes away at 80.

In a country where democratic rituals often obscure the reality of unaccountable power, Jagdeep Chhokar was a rare and persistent force of transparency. The co-founder of the Association for Democratic Reforms (ADR), who passed away at 81, dedicated the latter half of his life to an unyielding pursuit of clean politics, earning him the moniker of a 'crusader' for his cause. His passing is a loss not just for the legal and activist communities but for the very fabric of Indian democracy he worked so tirelessly to mend.

Source: [ToI](#)

September 12, 2025