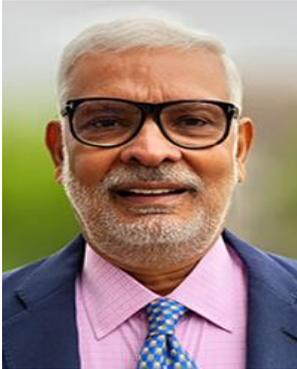


## Events and People in the Life Journey of a Psychological Scientist in Asia: 1945-Present



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### **Early Life, Education, and Employment in India**

I was born in the village of Balara in Sarlahi district, Nepal, to a farming family, and I studied in Bihar, a state in India. My journey into psychology had a very interesting beginning. Jaganath Prasad Chaudhary (Headmaster, Shree Shankar High School, Marpasirpal, Sitamarhi district) had studied psychology as one of the courses in his Bachelor of Training (Education) degree. On that basis, he used to claim to be able to understand people and thereby control students. I asked myself, when one single course could empower him so much, wouldn't a Doctor of Philosophy (PhD) degree in psychology empower me even more? While in the same high school (1957-61), I decided to earn a PhD degree in psychology from an American University.

When I opted for honors in Psychology (instead of English or Economics which had seemingly better career prospects at that time) at the University of Bihar at Muzaffarpur (1961-68), the elders in my village cautioned my father: "Your son might remain unemployed after completing his degree in psychology." Given the low percolation of mass communication, the inaccessible formal system of education, and the societal circumstances during that period, such an apprehension was unsurprising. During that time, the medium of general instruction was also shifting from English to Hindi at the university level of education. Consistent with my goal of pursuing advanced studies in America, however, I made all efforts to improve my proficiency in the English language. I translated the lectures from Hindi into English, studied English textbooks, and answered my exams in English.

Although my parents (father Mohit Singh and mother Ramsakhi Devi) could barely read and write Hindi, they were open minded about my aspirations. After learning of my First-Class

results in the bachelor's honors examination, they became more receptive and supportive of my decision to earn a master's degree in psychology. I owe a lot to them for encouraging me to pursue formal education and supporting my career choices. I would also like to thank my teachers—Anandi Hazari, Awadh Bihari Ojha, Azimur Rahman, and Bishwanath Singh—for preparing me well for a career in psychology. My first research paper, co-authored with another mentor Bimal Prasad Roy, was published in the *Indian Journal of Experimental Psychology* in 1968.

Despite my exceptional credentials (First Class at the BA Hons and the MA exams, and one publication), I was rejected by the Nepal Public Service Commission for a lecturer position at the College of Education in Kathmandu. However, in a highly competitive selection process, I got selected as a lecturer in psychology at Patna University in Bihar. During my short tenure at Patna University (November 1, 1968-July 16, 1970), I was mentored by two psychologists, namely, Bimleswar De and SM Mohsin, and guided by two other professors, namely, RK Sinha of the Department of English and BL Thakur of the Department of Chemistry. The general goal of a PhD degree turned into a more specific goal of specialization in Experimental Social Psychology under the influence of Jai BP Sinha (professor of social psychology, AN Sinha Institute of Social Studies, Patna). He gave me a reprint of his 1968 article in the *Journal of Experimental Social Psychology (JESP)* and commented on most of the articles I wrote for journals during 1968-70.

I was placed at the Institute of Psychological Research and Service of Patna University where research was my major job responsibility. However, psychological research was a new field at that time, and support for quality research was rather limited. Despite those challenges, I was elated when my next two single-authored papers and seven papers co-authored with mentors and/or colleagues were published in Indian journals such as *Behaviourometrics*, *Indian Journal of Experimental Psychology*, *Indian Journal of Psychometry and Education*, *Indian Educational Review*, *Indian Psychological Review*, and *Journal of Psychological Researches* during 1969-71. These publications laid a solid foundation for my doctoral research in the US. All five of the earlier mentioned professors had played an important role in getting my study leave granted for an advanced degree in the US even though I had served at Patna University for only 20 months.

### **Education in America**

After four years of continuous efforts towards obtaining a Fulbright-Hays Scholarship through the United States Educational Foundation in Nepal and tolerating the ridicule of the villagers and my peers, I was admitted to the Ball State University at Muncie, Indiana in 1970. However, the

graduate program at Ball State was more suited for a master's degree in education than for the doctoral degree in social psychology. From the Fulbright Orientation Program at the University of Arizona, Tucson, therefore, I requested world-renowned Donn Byrne, professor of personality and social psychology at Purdue University, to accept me as his student. Swiftly cutting through all the administrative red tape at the Institute of International Education, New York and the United States Educational Foundation in Nepal, Byrne ensured my transfer from Ball State to Purdue in the middle of the Fall Semester of the 1970-71 academic session. My scholarship was also increased by 25 per cent.

The graduate program at Purdue University was superb. The courses were innovative and challenging, support for research was excellent, interaction between faculty and students was warm and cordial, and eminent psychologists from other universities were regularly invited to present their ongoing research at the colloquia. All these experiences changed my perspective on academia and further motivated me to complete the degree in time and make research my life-long passion.

Within a record period of three years (1970-73), I earned my Master of Science (MS) and PhD degrees in social psychology from Purdue University. My Doctoral Committee consisted of Byrne as the Chair, and Robert A Baron, Elizabeth D Capaldi, and Kay K Deaux as the members. Byrne advised me to write the doctoral dissertation in less than 30 pages. However, my dissertation went up to 42 pages of text, including tables and figures. James C Naylor, head of the Department of Psychological Sciences, attended the public defense of my dissertation, asked a few questions, and later became a life-long well wisher and guide.

When I was to leave Purdue in September 1973, Donn Byrne [advised me](#) something that I hold close to my heart till date: (a) "Never put your name in print unless you have read the document twice;" (b) "Do not write an article that can allow others to say that you are a sloppy researcher;" (c) "If someone questions your work, do give a fitting reply;" and (d) "Revise your Vita every six months to generate feedback on how you are developing." Before leaving Purdue, I had published two papers with Byrne and one with Capaldi and submitted two other papers for review which got published later.

Byrne wanted me to work in the US for at least 18 months, as permissible under the Fulbright-Hays Scholarship Program, to make some money and gain some experience in American academia. However, I aspired to enhance the fame of Patna University through my research from

where I was on a three-year study leave. Knowing that Patna University did not have a computer center that was needed for quality research at that time, [Byrne contacted Kamta Prasad](#) (head of the Department of Humanities & Social Sciences: 1971-75) of the Indian Institute of Technology Kanpur (IITK) for appointing me as an assistant professor. At that time, Purdue was one of the ten American institutions in the consortium that was helping IITK develop as an institution of excellence in India.

I received my job offer on the very day of my public defense of the doctoral dissertation at Purdue in April 1973. Before accepting the job offer of IITK, I wrote to the vice chancellor of Tribhuvan University in Nepal, requesting a suitable position there. Although he appreciated the idea of my association with that university, he regretted that there was no suitable position for me at that moment. After a three-month postdoctoral experience at Purdue, therefore, I resumed my duties at the Patna University in September 1973 and then took an extraordinary leave without pay for relocating myself to Kanpur.

### **Life at IIT Kanpur**

I joined IITK on November 23, 1973, and taught psychology to undergraduate engineering students and doctoral students of psychology. Research support (in the form of free access to the mainframe computer, a library equipped with all the reputed journals of psychology, a graphic arts center, grants for research, the opportunity to supervise doctoral students, etc.) and the culture of creativity at IITK were conducive to producing quality research. A grant from the National Council of Educational Research and Training, New Delhi, on Children's Judgments of Personal Happiness (Rakesh Kumar Srivastava, research assistant: 1978-79) was also vital for my research. Thus, I supervised three doctoral students, namely, Ajit Kumar Dalal, Meenakshi Gupta, and Nihar Ranjan Mrinal, and published nine single-authored papers and nine papers co-authored with doctoral students and/or colleagues from the neighboring Kanpur University in international journals such as *Bulletin of the Psychonomic Society*, *European Journal of Social Psychology*, *Journal of Applied Psychology*, *Journal of Experimental Child Psychology*, *Journal of Personality and Social Psychology*, *Journal of Research in Personality*, *Journal of Social Psychology*, and *Psychologia* during 1973-79.

While some colleagues were seemingly stressed by my journal publications, others perceived those publications as a sign of making possible scholarly contributions as much from IITK as from any other reputed University or Institute across the globe. If I had not spent my six

years of assistant professorship at IITK, my research might not have unfolded later in ways that it did!

My citizenship of Nepal became an issue in the confirmation of my appointment in IITK until retirement age. The Board of Governors of IITK needed a “Certificate of Eligibility for Service” from the Government of India but the Parliament had not enacted any such law about the signing authority of such a Certificate. Although the IITK authorities recommended the issue of such a certificate to me, it was Uma Shanker, a former teacher at Bihar University (1965-66) and later a colleague at Patna University (1968-70), who played a key role in getting the certificate issued in 1977. Shanker had by then moved from Patna University to the National Council of Educational Research and Training at New Delhi, and he helped get this issue resolved successfully. I am grateful to him for his intervention and lifelong friendship.

Janak Pandey, a colleague who had joined IITK (1974-78) a year later than me, moved to Allahabad University as a professor of psychology in March 1978. On the suggestion of Ajit Kumar Dalal, my first doctoral student at IITK, I wrote to Udai Pareek, a noted psychologist at that time and a chair professor at IIMA in April 1978, requesting him to appoint me as a professor at IIMA. I had attached a copy of my curriculum vitae, a reprint of some of my key publications from IITK, and a copy of my papers in the press.

Sasi B Misra (chairman, Organizational Behavior Area: 1978-80) invited me for a seminar in December 1978. I presented a seminar on “norms of reward allocation” at IIMA in December 1978 and received an offer of a professorship in January 1979. For someone who wished to be a theoretician, the world of management seemed daunting! Vijay Shankar Vyas (director: 1978-82) encouraged me to come to IIMA for a year, experience the different activities, read management literature, and then decide on staying permanently. While I was looking for an excuse to decline the offer, Rajendra Prasad, professor of philosophy at IITK and my lifelong well wisher, advised me to join IIMA without any hesitation. I am grateful to Prasad for his far-sighted advice. I believe that senior colleagues like Prasad can be a boon for young professionals in Indian academia.

### **Life at IIM Ahmedabad**

After joining IIMA on June 6, 1979, I did everything Vyas had advised. The first year—which was spent largely on the study of classic books of management as well as organizational behavior—showed the direct relevance of social psychology and psychometrics for management education. Thus, my courses on *Personal and Interpersonal Dynamics in Organization* and *Human*

*Resource Development* for postgraduate participants and *Research Methods in Management and Social Psychology* for Doctoral and Faculty Development Program participants were well received. Misra and I used to jointly teach social psychology courses. I also coordinated a Management Development Program on *Human Resource and Organization Development* for managers and participated in other such program with colleagues. Thus, the transition from psychology to management was smooth instead of daunting, as I had imagined. I am grateful to Udai Pareek for paying attention to my letter of April 1978 and getting me recruited at IIMA. Senior colleagues like Pareek can also be a blessing for young aspiring professionals in Indian academia.

My research on Prediction of Performance from Motivation and Ability Information was supported by a grant from the Indian Council of Social Science Research, New Delhi (1981-86). Madhu Singh, Sneha Shobha, and Shivganesh Bhargava provided me with research assistance. At that time, most of the colleagues construed IIMA as a “training center” for “action-oriented managers in India” and the “case method” being the ultimate pedagogy of management education. Because I was collecting data from managers and other senior participants in the programs, those colleagues occasionally made disapproving comments about me (e.g., research incarnate, scholar). Nonetheless, Vyas appointed me as the chair of the Research and Publications Committee in 1980 and as chair of the Organizational Behavior Area in 1982. During my chairmanship of the Area, Deepti Bhatnagar, Jagdeep Singh Chhokar, and Joginder Pal Singh joined as faculty members.

At IIMA, I continued to have the support of Vyas’s two successors. After inspecting my journal articles and their citations, for example, IG Patel (director: 1982-84) advised me to consider expanding my professional network internationally. He arranged funding from the Ford Foundation, New Delhi for my participation in the *International Congress of Psychology* in Acapulco, Mexico, and visits to the University of California, San Diego (Norman H Anderson, professor of psychology), University of Connecticut, Storrs (Jeffrey D Fisher, professor of psychology and an old friend from Purdue University), and the State University of New York at Albany (Donn Byrne, professor and head, Department of Psychology and my mentor from Purdue in the 1970s) in 1984. Narayan R Sheth (director: 1984-91) also supported my research at IIMA and made me the coordinator of the research project on foreign students in India sponsored by the Ministry of External Affairs, Government of India (1985-86).

Under the Indo-American Fulbright Exchange Program, I invited Harry C Triandis and Robert S Wyer Jr (professors of psychology at the University of Illinois at Urbana Champaign) for a research colloquium at IIMA in 1984 and 1985, respectively. In addition, Kent L Norman (associate professor of psychology, University of Maryland, College Park) spent his sabbatical with me in 1986, and our co-authored article was published in 1989.

Given the conducive environment and my own focused persistence in high quality research, I served as chair on three doctoral committees for Mithileshwar Jha, PB Naganand Kumar, and CM Ramesh and as a member on two such Committees for Narendra Agrawal and Rajani Swamy. At the neighboring Gujarat University, I guided five doctoral students, namely, Shivganesh Bhargava, Sneh Shobha, Shushil Kumar Upadhyaya, Prabha Srivastava, and Mridula Mehta. As a result, three single-authored and seven co-authored articles were published in international journals such as *Child Development*, *Developmental Psychology*, *Genetic, General, and Social Psychology Monographs*, *International Journal of Psychology*, *JESP*, and *Organizational Behavior and Human Performance*.

The University Grants Commission (UGC) appointed me as the *national lecturer in psychology* (1985-86), *a member on the Psychology Panel*, and a member on the *Standing Advisory Committee on Centre of Advanced Study, Department under Special Assistance, and Departmental Research Support* responsible for advancing psychology and other disciplines across the country (1985-88). Such recognition made me nationally visible and enabled me to contribute to the further development of psychological sciences in India. For example, the Department of Psychology of the University of Allahabad was elevated to a Centre of Advanced Study in Psychology, that of the University of Delhi and Punjab University came under Special Assistance, and that of the University of Gorakhpur received research support during my membership of the UGC Standing Committee.

Prominent colleagues like C Gopinath, Amarlal H Kalro, Udai Pareek, and TV Rao included me in their respective consulting projects for companies and the Government of Gujarat. Such opportunities were challenging and yet satisfying in applying psychological knowledge to the solution of problems in the society at large. During the tenure of KR Srinivas Murthy (professor of business policy) as the editor of IIMA's journal *Vikalpa: The Journal of Decision Makers*, I served as a consulting editor (1985-88) and enjoyed making psychological knowledge available

and useful to managers. Research assistance by Sushrut Parikh turned out to be mutually beneficial in our professional growth.

At the emotional and social levels, I was also fortunate to have the support from IIMA colleagues (for example, Anil K Gupta, Bakul H Dholakia, Vijendra N Asopa, Pradip N Khandwalla, Indira J Parikh, C Rangarajan, and Dwijendra Tripathi, to mention a few). R Usha remained my secretary throughout my tenure at IIMA, and we remain in regular contact even today. Although I was happy with my life and work at IIMA, my son Manish Singh would often complain that parents of his peers had been going abroad frequently but not me.

One of the early 1987 issues of the *APA Monitor* had an advertisement for faculty positions in a new Psychology Program in the Department of Social Work at the National University of Singapore (NUS). I felt as if it were for me! The opportunity to promote psychology further in South East Asia and fulfill my son Manish's desire looked exciting and feasible by relocating myself to Singapore. Upon my request, Donn Byrne, Narayan R Sheth, and Thomas Ostrom (professor of social psychology, The Ohio State University, Columbus (OSU), and editor, *JESP*) recommended my employment to NUS.

### **Employment and Life in Singapore**

The NUS administration invited me for a research seminar in April 1988 and offered a visiting position. I started as a senior teaching fellow for two years on June 28, 1988. However, I continued for 22 years until my retirement as a professor of psychology on June 30, 2010, thereby fulfilling most of my professional and family ambitions.<sup>1</sup>

The affection and support of Sushilan Vasoo (head of the Department of Social Work and Psychology: 1986-2000), Edwin T Thumboo (dean, Faculty of Arts & Social Sciences until 1991), and Pin Lim (vice chancellor until 2000) at NUS was exceptional! They used to regularly ask me: "How is your research going?" Such construal of my identity per se by them and the continued support for research by the next two presidents, namely, Choon Fong Shih (2000-08) and Chorh Chuan Tan (2008-2017), were highly motivating for my sustained contributions to psychology from NUS! I am also grateful to my subsequent bosses (heads of the department: Tee Liang Ngiam, Fook Kee Chua, and George Bishop; deans of faculty of arts and social sciences: Ernest Chew, Lily Kong, Tai Yong Tan, and Brenda Yeoh; and provosts: Chi Tat Chong, Chorh Chuan Tan, and Eng Chye Tan) for providing me with the opportunities to serve and with facilities to perform at NUS.

My engagement with NUS truly created a great opportunity for advancing psychology by (1) developing the undergraduate and graduate programs, (2) supervising individual research projects, honors and master's theses, and doctoral dissertations, (3) getting several of the bright undergraduate students admitted to reputed graduate programs in Australia, Britain, and America, (4) promoting NUS psychology programs across the globe, (5) attracting post-doctoral fellows from neighboring countries, and (6) hiring quality faculty in psychology. Regularly engaging myself in the self-renewal activities available and broadening my professional network with the visiting psychologists added to my further growth. For example, the sabbaticals at the University of Rochester (Harry T Reis, professor of social psychology) and the University of Oxford (Miles Hewstone, professor of social psychology) during 2003-04 and at Purdue University (Duane T Wegener, professor of psychological sciences) from August through December 2008 equipped me with new knowledge and skills required for 21<sup>st</sup> century research in psychological sciences.

While Donn Byrne had initiated me into attraction research during my graduate studies in the 1970s, Duane Wegener (now a professor at OSU) equipped me with analytic skills during my sabbatical in 2008. As a result, I was able to sort out the pending mediation issues in similarity-attraction research (Singh, Chen, & Wegener, 2014; Singh et al., 2015, 2017). The warm and cordial behaviors of professors of my alma mater were so good that I can never forget them. Beyond doubt, my graduate study in the early 1970s and sabbatical in 2008 at Purdue changed the course of my life. In fact, my son Manish Singh and daughter-in-law Kalpana [Pandeya] Singh are engineering alumni of Purdue University.

During my first sabbatical, I was honored by an invitation to visit the laboratories of Colleen Moore (professor of developmental psychology, University of Wisconsin, Madison) and Paul H Bell (professor of applied social psychology, Colorado State University, Fort Collins). The visit of J Frank Yates (professor of psychology, University of Michigan, Ann Arbor) to the Department and a colloquium in 1990 led to my appointment as a consulting editor of the *Journal of Behavioral Decision Making* (1991-97) and a joint publication in 1995. Likewise, the colloquium by Philip E Tetlock (professor of political psychology, OSU) in 2002 and our subsequent collaborative research on social-functionalist models of humans resulted in four co-authored articles during the period 2007-12. My participation in 28 national and international conferences and 58 invited colloquia at institutions, including six of the Big 10s in the Midwest US, across 30 nations expanded my professional network considerably.

The consulting projects from some companies and the government posed interesting challenges in applying psychological knowledge to human welfare. In 1989, I got a consulting project from Singapore Airlines. I also collaborated with my colleagues John M Elliott on a consulting project on industrial safety for the Shell Eastern Petroleum (Pte) Ltd, Pulau Bukom (1990-91) and Sushilan Vasoo on another project on volunteers' participation in society for the Ministry of Community Development, Government of Singapore (1996-97, Kit Kwan Lim served as a research assistant).

I supervised the doctoral dissertation of Smita Singh and the master's theses of Lim Kit Kwan, Susheel Kaur, Li Poh, Patrick KF Lin, and Joseph JP. Simons. The regular grants for academic research from NUS sustained my academic productivity. Thirty-one papers in international journals such as *Applied Psychology: An International Review*, *Asian Journal of Social Psychology*, *Basic and Applied Social Psychology*, *British Journal of Social Psychology*, *Cognitive Development*, *European Journal of Social Psychology*, *Journal of Behavioral Decision Making*, *JESP*, *Journal of Social Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personality and Social Psychology Bulletin*; three papers in national journals, namely, *Asian Journal of Psychology* and *Singapore Psychologist*; and four chapters in edited volumes, including the *Encyclopedia of Psychology* (2000), were the outcomes of these projects.

Of the foregoing 34 articles, 28 were co-authored with undergraduate and/or graduate students from time to time. Some of them still write to me for reference letters for admission and we regularly exchange greetings. We are still publishing papers together from the data collected at NUS. Therefore, I was unsurprised when the undergraduate students voted me as an *Inspiring Mentor* in 2009. It is indeed gratifying to find out now that a good number of those NUS students have done rather well as psychologists in Singapore and abroad!

In the early 1990s, the *American Psychological Association* (APA), *Association for Psychological Science* (APS), *British Psychological Society* (BPS), *Society for Personality and Social Psychology* (SPSS), and *Singapore Psychological Society* (SPS) elected me as fellow in recognition of my outstanding and unusual contributions to the science and practice of psychology. I also received the *1990 Psychology National Award* from India for the contributions made during my tenure at various Indian institutions. The SPS provided me with the opportunity to co-chair the Scientific Committee of the 25<sup>th</sup> *International Congress of Applied Psychology* in Singapore in 2002. In all these ways, NUS and I complemented each other's international reputations.

During 1997-2012, four leading social psychologists from Asia and the Pacific (Uichol Kim, South Korea; Kwok Leung, Hong Kong; Susumu Yamaguchi, Japan; and Yoshi Kashima, Australia) helped me gain prominence among social psychologists of East and Southeast Asia. Participating in the development of the *Asian Journal of Social Psychology* and serving as a member on the *Misumi Award Committee* (1999-2001) and as a resource person (2007-09), Chair, Education & Training (2010), and Principal (2011) of the *Asian Summer School of Social Psychology* across East and Southeast Asian nations of the *Asian Association of Social Psychology* were indeed satisfying. Thus, my relocation from India to Singapore fulfilled the 1987 dreams I had of psychology in Asia.

### **Invitation from IIM Bangalore, Productivity, and Recognition**

The Indian Institute of Management Bangalore (IIMB) had been interested in having me on its faculty since the 1990s. However, my prior commitments to NUS prevented me from accepting the email invitation from R Srinivasan (Dean: 2002-05) to join IIMB in 2005. In January 2009, however, Pankaj Chandra (director: 2007-2013) attracted me with his enthusiasm for excellence in doctoral education and an offer of distinguished professorship which was paying ₹1 more than the director's salary, a rare gesture of respect in Indian academia. The mission specified was to enable IIMB strengthen its doctoral program by teaching one course and making IIMB internationally visible through my publications.

Pankaj's commitment to quality doctoral education at IIMB together with my retirement from NUS in 2010 led my wife Prabha Singh and me to consider this exciting opportunity to resume the unfinished tasks of 1988 in India favorably.<sup>2</sup> During our September 2009 visit to IIMB, we noticed a similar enthusiasm in Trilochan Sastry (dean academic: 2008-2011), Mukta Kulkarni (then assistant professor and young faculty research chair), and some other colleagues who were IIMA alumni (e.g., Narendra Agrawal, Mithileshwar Jha, and Mathew Manimala). Thus, I gladly relocated to Bangalore in July 2010.

Pankaj, Trilochan, and Devanath Tirupati (dean academic: 2011-15; director in-charge: 2013-14) provided me with the necessary facilities to perform at the same level as before. The appointments of Krithiga Sankaran as a research associate (2013-16) and Naureen Bhullar as a post-doctoral fellow (2014-16) accelerated my performance in teaching and research. I was also happy with the opportunity to transfer some of my professional values and skills to these two young professionals.

I was always conscious of the responsibilities that went with the unique position bestowed upon me by the IIMB Board. I developed and taught two courses in the Doctoral Program in Management. Both *Social Psychology* and *Research Methods in Organizational Behavior* were well received courses during 2010. In 2014, I designed and taught a course on *Psychological Perspectives on Public Policy* for the Post-Graduate Program in Public Policy and Management. This course was equally popular among FPM students. Civil servants, who were initially afraid of taking my course on Public Policy, commented after taking it that they would “now recommend their children to study psychology”. Such evaluation of the course was exhilarating!

I supervised master’s theses of three civil servants and served as a member on the doctoral committees of two other civil servants, namely, Anjana Dube and Balamurgan K. Three younger students, namely, Shaurya Sinha (2011), Arish Ojaswi (2015), and Aditya Prasad (2016) of other institutions and cities were summer interns with me. At the professional level, I invited two rising stars of psychology (Duane T Wegener, professor of social psychology, OSU, in 2010, and Krishna Savani, assistant professor, NUS in 2014) for colloquia at IIMB. Both keep me active and productive till date through their feedback on early drafts of my papers and/or chapters.

During my six-year tenure at IIMB, I published seven articles in international journals of psychology (*Asian Journal of Social Psychology*, *Basic and Applied Social Psychology*, *JESP*, *Journal of Genetic Psychology*, *Journal of Social and Personal Relationships*, *International Journal of Psychology*, and *Social and Personality Psychology Compass*), three articles in the *IIMB Management Review*, and two chapters in edited volumes in India and two abroad. I also presented at 17 invited colloquia at the IIMs (i.e., Indore, Kozhikode, and Lucknow) and the IITs (i.e., Bombay, Guwahati, and Kanpur), and at other Central, State, and Private universities across the country. Moreover, IIT Kharagpur and IIM Lucknow took my services as an expert on the Committees for recruitment of faculty. The *National Academy of Psychology (India)* sought my services as the chair of its *Fellowship Committee*, and I provided them gladly (2011-13).

To promote IIMB as a research-intensive business school, it was important for the *IIMB Management Review* to be internationally noticeable. Three editors-in-chief (V Ravi Anshuman: 2007-2011, Nagasimha Balakrishna Kanagal: 2011-18, Ashok Thampy: 2018-2021, and Jishnu Hazra: 2021-) solicited my services as an associate editor. I spent a considerable amount of my time and effort toward improving the quality of manuscripts submitted to and accepted for publication in the *IIMB Management Review*. Over the decade, working with the managing editor

KR Usha as well as the first two editors-in-chief and participating in three early IMR Doctoral Conferences (2009-11) was pleasant and rewarding: The Cite Score (equivalent to Impact Factor of a journal) of the *IIMB Management Review* improved from 0.18 in 2011 to 2.10 in 2020!

The national visibility that I regained from IIMB was pleasant and motivating. The conferring of the [Sir J. C. Bose Memorial Award](#) (2014) and featuring among the *Legends of HRD in the Business Manager: HR Magazine* (2015) were unexpected but good for the fast-growing reputation of IIMB. My research findings also drew the attention of international scholars to IIMB. For example, due to my selection as a consulting editor, IIMB got featured in journals such as *Advances in Applied Sociology* (AA Society), *Asian Journal of Social Psychology*, and *Review of General Psychology*. Further, the [Faces and Minds of Psychological Science](#), a website of influential psychologists worldwide developed and maintained by the Association for Psychological Science (APS), included only me from India in 2013. My workshop on research methods for students and faculty of management and psychology at the Universiti Teknologi Malaysia, Johor Bahru, Malaysia was another step toward building the image of IIMB in Southeast Asia. Thus, in my six years at IIMB (2010-16) I fulfilled the mission I had been given.

I thank everyone who played a role in my relocation from Singapore to Bangalore and engaging my services for IIMB in one form or another. I also thank a few colleagues in the Organizational Behavior and Human Resource (OBHR) Area who were unnecessarily perturbed by my commitment to high quality teaching, research guidance, and publications, and yet tolerated me for six years! Given the discomfort of the new administration with my productivity and the apparent hostility among a few OBHR colleagues, I had already started thinking about another relocation from 2015 onwards.

### **Invitation from Ahmedabad University**

Amarlal Kalro, a former colleague from IIMA and then dean of the Amrut Mody School of Management, Ahmedabad University (2009-11), had approached me in 2009 to join him. At his initiative, Prafull Anubhai (chairman, Board of Management: 2009-15), Ahmedabad University, called me on the phone for a visit in 2015. I had known him since my IIMA years. Upon my arrival, I found Kalro and Shailendra Mehta (provost, Ahmedabad University: 2014-16) with Anubhai. They offered me the position of distinguished university professor with the freedom to pursue whatever interested me and to deliver just one lecture in a year. Such a recognition coupled with the subsequent information that Pankaj Chandra and Devanath Tirupati, who have been fond of

me since my IIMB years, would be managing the University from October 2015 led me to gladly accept the position offered.

After completing my contract at IIMB (2010-16), I joined Ahmedabad University on July 7, 2016. I prepared a document on the undergraduate psychology program and mentored younger colleagues in research and writing at the University. I also participated in the institution-building activities of the IIMs (i.e., Indore, Kashipur, Kozhikode, and Ranchi) and the IITs (i.e., Bombay, Roorkee, and Madras), Delhi University, Ganpat University, Mudra Institute of Communication at Ahmedabad, National Institute of Advanced Study at Bangalore, Nirma University, NMIMS University at Mumbai, Symbiosis International University at Pune, and Goa Institute of Management.

At the professional level, I served as an associate editor of the *Asian Journal of Social Psychology* (2016-18) and *IIMB Management Review* (2010-present) and as a consulting editor of *Review of General Psychology* (2018) and *Journal of Theoretical Social Psychology* (2017-present). Of the 11 publications after joining Ahmedabad University, five were in international journals of psychology (*Asian Journal of Social Psychology*, *Journal of Social and Personal Relationships*, *Journal of Theoretical Social Psychology*, *Personal Relationships*, *Psychologia*), two were in international journals of social science (*Global Journal of Human Social Science*), one was in *Omega: The International Journal of Management Science*, two were in *IIMB Management Review*, and one was in a national journal of philosophy (*Sandhan: A Journal of the Center for Studies in Civilization*). I have been writing with pleasure as if my “play” were never ending! My experiences at the Ahmedabad University have hitherto been positive and encouraging too!

I thank Anubhai, Chandra, Kalro, Mehta, and Tirupati for their love, affection, and support. Their decision to invite me to join Ahmedabad University was publicly validated on June 20, 2021, when the Indian Institute of Management Indore bestowed upon me the first-ever [Lifetime Achievement Award for Excellence in Research](#). Likewise, the Department of Humanities and Social Sciences of IIT Kanpur established the annual [Prabha and Ramadhar Singh Distinguished Lecture in Psychology](#) from January 2022 to celebrate our “sustained contributions to the advancement of Psychology and Management as a Science in Asia.” I commend the vision of Himanshu Rai, director of IIM Indore, as an academic leader of an institute of national importance, and thank him for thinking of me and, more important, establishing a new tradition of honoring

senior academics in India. Also, I commend Braj Bhushan, Shri Dev Raj chair professor and head of the Department of Humanities and Social Sciences of IIT Kanpur for taking the initiative in showing respect from an institution which I had left 43 years ago. Their initiatives mark the beginning of a new tradition of celebrating scholarship of elderly academics in India.<sup>3</sup>

### **General Discussion**

From the preceding chronicle of my academic journey, one may conclude that I had gone to the various institutions not to “see what happens there” but to “make things happen” in psychology. How and why did such achievements happen? For me, research in each area was a “new play,” and every innovation in the method and/or data analysis of the field was a “new toy” at different points of time. Every published article appeared “defective” or “incomplete” as if the findings reported needed an alternative interpretation, experimentation, or analysis. Whenever such an opportunity arose, I persisted with it until a convincing answer was found. In some cases, I spent years trying to resolve the issue raised (see, e.g., the five articles questioning the well known measure of leadership style (Singh, 1983) and situational favorableness for leaders (Singh, Bohra, & Dalal, 1979a); showing the merit of data analysis at the level of individual decision maker (Singh, 1996); demonstrating the importance of trust in attraction (Singh et al., 2015); and documenting the sequential relation between mediators of attraction (Singh et al., 2017); and the chapter on imputations about missing information in cognitive algebra (Singh, 1991)).

As a professional, I was also guided by the values I had learnt from the eminent psychologists mentioned previously as well as the reviewers and editors of the journals which published my articles. For instance, I never allowed any of my students to submit a substandard document, nor did I ever approve any substandard doctoral dissertation supervised by others. Those, including my mentors (see, e.g., Jai BP Sinha, 1981), who sought comments on their drafts received honest feedback. In reviewing a book, the contribution made, instead of the respect for the author or the editor, was the criterion (e.g., Singh, 1975a, 1980). In academic debates with colleagues, my stance was as it should in fact be (e.g., D Sinha, 1981; Singh, 1981, 2022). While processing manuscripts as a consulting or an associate editor of the journal, I sometimes rewrote parts of the papers by younger colleagues for the sake of clarity.

### *Research and Recognition*

My research was essentially at the levels of the **individual** (decision making, impression formation, interpersonal attraction), the **group** (age-related changes, intergroup relations), the

**organization** (job satisfaction, leadership effectiveness, prediction of performance), and the **society** (cross-cultural differences, intuitive prosecution, justice and fairness, prediction of donation), using experimental methods and quantitative analyses. I always had the applied, developmental, and/or social psychological perspectives in my mind. Kulbushan Balooni (director in-charge, IIM Kozhikode: 2014-18), who interviewed me for sustained contributions to management and psychology in 2017, analyzed the facilitatory and inhibitory factors in my sustained interdisciplinary contributions. He noted that some of my writings were so original that they were cited in (1) textbooks of *industrial and organizational psychology, management, organizational behavior, psychology, and social psychology*; (2) journals of *animal husbandry, biology, communication, economics, finance, law, marketing, physics, physiology, political science, psychology, sociology, and social work*; and (3) handbooks of *industrial and organizational psychology, leadership, and social psychology*. Admittedly, the “joy” of finding out something “new”, its subsequent impact on the literature, and the professional recognition that ensued have been reinforcing my interests in psychology and keeping me going as before.<sup>4</sup>

The Indian Institute of Management Indore not only bestowed its first-ever *Lifetime Achievement Award for Excellence in Research* in June 2021 as reported earlier but also set a new stream of professional recognition. For example, the Global Economic Progress and Research Association, New Delhi, awarded me the *Bharat Ratna Dr. Radhakrishnan Gold Medal* for individual achievements and national development on October 30, 2021. The Department of Humanities and Social Sciences of Indian Institute of Technology Kanpur gracefully launched an annual [\*Prabha and Ramadhar Singh Distinguished Lecture in Psychology\*](#) from 2022 to celebrate my contributions. The lecture included the name of my wife Prabha Singh who is herself not only a developmental psychologist with international publications but also a great support to my sustained academic endeavors. As reported earlier, I had served at IIT Kanpur 42 years ago. Most important, my alma mater Purdue University honored me by bestowing its [\*Distinguished Alumni Award in Psychological Sciences\*](#) at West Lafayette, Indiana, US, on March 25, 2022.

Being recognized with this most recent award made me feel humbled, honored, delighted, and fully satisfied with my life journey as a psychological scientist. In my 1973 Purdue University commencement at West Lafayette, then president Arthur G Hansen had granted me the PhD degree, charging me to “prove worthy of it by words and deeds.” I felt so delighted when Jeffrey Karpicke, James V. Bradley professor and head of the Department of Psychological Sciences,

introduced me for the *Distinguished Alumnus Award* and Marion K Underwood, distinguished professor and dean of the College of Health and Human Sciences, declared me “to have fulfilled what was expected of my doctoral degree” granted 49 years ago. The award came because of my notable achievements that reflected favorably on my “profession, society, and Purdue University.”

The foregoing occasion was of special importance to me because Christopher Agnew, professor of psychology and associate vice president of research at Purdue, Duane Wegener, professor of psychology and the head-designate of the Department of Psychology at the Ohio State University, Jeffrey Fisher, an emeritus professor of psychology at the University of Connecticut and a lifelong friend from Purdue years, and my three generations (wife Prabha, son Manish, daughter-in-law Kalpana, and twin granddaughters Diya and Maya) had graced the celebration by their presence.

I was pleasantly surprised to see the reactions of the institutions where I had worked at. For example, [Ahmedabad University](#), [NUS](#), [IIT Kanpur](#), and [IIM Ahmedabad](#) posted on their websites how I had added to the glory of those institutions. [Ritu Tripathi](#), a faculty member of IIMB, wrote an article on how my productivity was an interaction between my passion for research and the research support from IIMB. The coverage by the media, comments of individual persons, and announcements by the professional associations were equally gratifying ([1](#), [2](#), [3](#), [4](#), [5](#), and [6](#))!

#### *Empowering by Career Choice*

Did my career choice, then, empower me more than the high school headmaster whose claim had pushed me to psychology in the late 1950s? Have I understood the psychology of people? My answers are in the affirmative. The knowledge of attitudes, biases, cognition, competence, emotion, motivation, and behavior from the psychological literature and the interaction with eminent psychologists that I gained is too vast to describe here. Nevertheless, I have been able to understand at least six aspects of human behavior from my research.

The first two of those six aspects pertain to cultural differences. First, Indians believe that they can improve upon their lot by virtue of effort, independent of ability (e.g., Gupta & Singh, 1981; Singh, Gupta, & Dalal, 1979b; Singh & Bhargava, 1985; Srivastava & Singh, 1988). Second, Easterners and Westerners differ in the assignment of blame to the wrongdoer and his/her groups but not in the causal attribution to them (Singh et al. 2012a, 2012b). Put simply, the locus of East-West differences in explanations lies in the assignment of blame instead of the attribution of causation as Nisbett (2003) had concluded. Further, protesting a deteriorating law and order

situation activates the pursuit of punishment goals of retribution and deterrence among Indians but not among Americans who always value them highly (Singh et al., 2014).

The third understanding is in developmental psychology. Children are cognitively much more complex than what the previous literature had portrayed them to be. For example, judgments by children follow the same averaging rule in integration of diverse pieces of information (e.g., Gupta & Singh, 1981; Singh, Sidana, & Saluja, 1978; Singh, Sidana, & Srivastava, 1978) as do those by adults (e.g., Dalal & Singh, 1986; Singh & Bhargava, 1986; Singh et al., 1979a, 1979b). Children as young as 4 years easily process four pieces of information given about motivation and ability of others (Singh & Singh, 1994). In punitive response, age-related changes occur in forgiving the accused person when the harm is accidental (i.e., clearing the innocent) than when it is intentional (Singh et al., 2013), suggesting social maturity instead of a widely believed cognitive development in understanding of the importance of intention over consequence.

The fourth and fifth aspects of human behavior are from social psychology. First, people are dynamic and motivated tacticians. They generate missing needed information from the information available in decision making (Singh, 1991, 2011a). They “favor” the groups to which they belong but also “appear fair” to other groups (Singh, Choo, & Poh, 1996). They perceive merit of the claimants “accurately” (i.e., as they should in fact be seen) but allocate rewards and resources by “ranking” them (Singh, 1995, 1996, 1997; Singh et al., 2002). Second, warmth and competence draw people together via different mechanisms (Singh & Teoh, 2000). While warmth builds trust in a person, competence activates respect for him/her (Singh et al., 2009).

The final, and theoretically the most important, understanding is that information integration by intuitive rule of adding, averaging, subtracting, multiplying, or dividing is a basic cognitive process (Singh, 1975b, 2006, 2011b; Singh et al., 1979a, 1979b; Singh & Ho, 2000; Singh et al., 1997). No less important, the early occurring cognition (i.e., validation of views, dispositional attribution) precedes emotion (i.e., positive affect, outrage) in creating behavior whether it is attraction from similar attitudes (Singh et al., 2017) or punishment for wrongdoing (Singh & Rai, 2021).

Apparently, then, the elders in my native village who were skeptical of my career choice in the 1960s, if they were alive today, would have felt vindicated that I never got a job in Nepal. By contrast, my parents would have been proud that I am still employed full time as a psychologist in India. The expectations of all those who spotted some potential in me and wholeheartedly played

active roles in turning me into what I am today have hopefully been met too.<sup>6</sup> I personally am eager now to know where my (a) passion for research, (b) sublimation of frustration into creativity, (c) masochistic outlook (i.e., enjoying an activity that is otherwise painful or tedious), and (d) sense of responsibility that still goes with any accepted assignment and/or position would take me next.

### **Advice to Academics and Students of Psychology**

I feel that it is appropriate for me to share the lessons learnt from my journey so far with academics and students of Psychology. First, my journey has not been as “rosy” as it may appear to be. As already hinted, my research did disturb a few of my peers at Purdue and colleagues at the other five places where I was employed. They created, individually or jointly, many physical and verbal obstacles to stop or slow me down from working hard (e.g., remarking that I did not look healthy; not allowing use of bond papers in typing of my manuscripts in the 1970s; not signing forms for preparing figures at the Graphic Arts Centre; instigating the Coordinator of the Computer Centre to prevent me from re-analyzing the data for Singh (1983); not permitting me to run workshops on research methods at private universities of India where training is badly needed; questioning my contributions to management when I had more publications and citations in Organisational Behavior than anyone else across IIMs<sup>7</sup> (Sahoo et al., 2017), etc.). Given my passion for research and dedication to the organization, however, I overcame the distractions through my enhanced passion for creativity, pleasure in serving the institution well, and/or search for a more research-conducive organization.

Second, barriers hardly led me to abandon the goals set so easily. I recall that while I started applying for a Fulbright Scholarship in 1965, I succeeded only at the fourth attempt in 1969 (i.e., admission in 1970). As also reported earlier, I persisted with important questions in the literature at times for years to get convincing answers to them. Getting an article published in an international journal entailed several rounds of reviews, rejections, revisions, and resubmissions as well. Persistence and patience, according to me, are the keys to academic success.

Third, barriers to one’s career can be overcome sooner or later by soliciting good advice, encouragement, and support from teachers, colleagues, and bosses (especially those in a position of legitimate power) and maintaining psychological distance from those who get easily threatened by accomplishments of others. To overcome most of the barriers on my way, for example, I approached my mentors, bosses, and former colleagues and students. At the same time, I preferred

colleagues from neighboring institutions to the insecure ones in my own Area or Department as research collaborators. After all, one must choose between “who to approach” and “who to avoid” even in requesting a reference letter for admission, employment, and promotion.

Fourth, I always construed my role in academia more as an agent of change in people around me than as merely fulfilling the formal tasks assigned to me. My relationships with teachers, bosses, and students never ceased at the end of a transaction between us. I remain in regular contact with several of my school and university peers, students, and teachers as well as colleagues and bosses of the organizations where I served. It is so pleasant to remember them and share together what we learnt and what we missed out at that moment. I remain grateful to those who contributed to my development as a person and as a scientist (Singh, 2014, 2016; Fisher, Fisher, Singh, & Baron, 2014). It is advisable to have regular contact with peers and teachers nowadays at least on social media platforms and candidly acknowledge how one benefits from knowing another.

Fifth, when I opted for psychology as my career choice in the early 1960s, the social psychological literature was mostly American. My doctoral training at Purdue, collaboration with international colleagues, and subsequent cross-cultural research opened several new areas of research in Asia. Notably, I tested Information Integration Theory (Anderson, 1981), Reinforcement Theory of Interpersonal Attraction (Byrne, 1971), Contingency Model of Leadership Effectiveness (Fiedler, 1967), and Model of People as Intuitive Prosecutors (Tetlock, 2002), to mention a few, and either extended them from American participants to Asian ones or modified them in the light of new findings. To me, the data from Asian settings are not only important but also necessary to confirm, modify, or challenge Western social knowledge and thereby further solidify psychological sciences. No less important, understanding of social processes cannot be complete without including participants of different ages and cultures as illustrated by some of my cross-cultural and developmental findings. It is important, therefore, to promote global interaction and collaboration between psychologists more now than ever before.

Finally, most people rarely get what they desire as a job, work organization, and/or place to live in. Searching for alternatives and availing of whatever opportunities that open are always good adaptive responses. Every new job provides one with the opportunity to re-establish oneself among peers. So, one should gladly move from one institution to another. Going on sabbaticals from time to time to upgrade oneself and attending international conferences to boost one’s

professional networks are equally useful for career advancement (Sahoo et al., 2017). I also found that updating my Vita every six months, as Donn Byrne had advised in 1973, generated feedback on how I was developing and in which direction. Accordingly, I recommend that academics should consider such self-assessment seriously because it sets a virtuous internal benchmark with little need for social comparisons and organizational requirements.

In sum, I agree with Bhardwaj's quotation from Zig Ziglar who had said, "If you are not willing to learn, no one can help you. If you are determined to learn, no one can stop you." I also agree with [Bhardwaj's](#) concluding comment that where there is a will, there is indeed a way from India. One's intrinsic motivation for research and persistence on the task undertaken in academia can bear the much sought-after fruits of money, position, and recognition. The two attitudes can also convert the non-believers and critics at home, school, and the workplace into believers and enthusiasts. Therefore, what is vital for life satisfaction, as I have experienced so far, is the "sheer joy" of whatever one undertakes!

### **Footnotes**

1. I had struggled a lot for my early schooling in Nepal in the 1950s. Due to my employment in Singapore, I donated money to the existing Janta Primary School of my native village and developed it into the Ramsakhi Mohit Singh Janta Secondary School over the years. The villagers happily named the school after my parents. Both my daughters got married, and my son received an education at Purdue University easily. During their visits to Singapore, Jai BP Sinha and Kamta Prasad informed me that they have established a new institution called *ASSERT Institute of Management* at Patna, Bihar and *Institute for Resource Management and Economic Development (IRMED)* at Delhi, respectively. Later, I donated a sum of ₹ 1,00,000 to each institution to expand the quality of education and service across the nation. I have also been donating to the PM Relief Fund from time to time.
2. From Singapore, I continued to serve Indian academia as visiting professor (Mudra Institute of Communication, Ahmedabad (MICA): 2005-06; IIM Lucknow: 2006, 2007-08), advisor (Foundation of Liberal and Management Education (FLAME), Pune: 2006-15; Mudra Institute of Communication Research (MICORE), Ahmedabad: 2007-09), and invited speaker to the annual conferences of NAOP (India): 2006, 2007) and seminars of various institutions (IIMA:1994; University of Delhi: 1997; IIMB and IIM

- Indore: 2001; University of Allahabad: 2001, 2002, 2005; Nirma University: 2005; A. E. S. Post Graduate Institute of Business Management, Ahmedabad: 2008, 2009).
3. IIM Indore announced at the 11<sup>th</sup> Conference on Excellence in Research and Education (CERE) that the Lifetime Achievement Award for Excellence in Research has been instituted since 2021, and that the three criteria for bestowing the award to an academic are that he/she should (a) have been in academia as a professor for at least 25 years, (b) have made basic contributions to knowledge as evinced by publications in high quality journals and citations in journals, books, and textbooks, and (c) be still active in generating knowledge through his/her high quality research. These criteria leave no loophole for any misuse of the award in the future, and thereby justify a commendation of Rai's foresight and administrative skills as an academic leader. Likewise, Braj Bhushan left no loophole in inviting a psychologist for the *Prabha and Ramadhar Singh Distinguished Lecture in Psychology* at IIT Kanpur. I wish there were more academic leaders like Kamta Prasad, Vijay Shankar Vyas, I. G. Patel, Pankaj Chandra, Himanshu Rai, and Braj Bhushan at institutes of national importance in India.
  4. In sustaining my academic journey, the directors of IIMs at Indore (Rajan Saxena: 1999-2003; N Ravi Chandran: 2008-13; Rishikesha T. Krishnan: 2014-18; Himanshu Rai: 2018—present), Kozhikode (Debashish Chatterjee: 2009-14, 2018-; Kulbhushan Balooni, in-charge: 2014-18), Kashipur (Kulbhushan Balooni: 2019—present), Lucknow (Devi Singh: 2003-2014), Raipur (Bidya S Sahay: 2010-17), Jammu (Bidya S Sahay: 2018—present), and Ranchi (Shailendra Singh: 2017-2022) and the president and director of MICA (Shailendra Mehta: 2017-present) played a role in one way or another. I thank all of them for taking my services for their respective programs and institutes as well as displaying their love and affection to me.
  5. My journey as a psychological scientist might not have been smooth without the love and support of my family members (Radhika Devi, my sister-in-law and widow of my elder brother Ram Chandra Singh; my wife Prabha; my children Archana, Vandana, and Manish; my brother Kamleshwar Kumar Sinha; my sister-in-law Anita Sinha; my sister Manju Tiwary), my foster family members at Muncie, Indiana (parents Helen and Donald Lawrence, cousins Barbara and Michael Pearson), my former students (Karen Ang, Shivganesh Bhargava, David Chan, Fuwei Chen, Pauline Chia, Willie

Chia, Xinyi Cheong, Ajit Kumar Dalal, PB Naganand Kumar, Amanda Goh, Hong Yi Goh, Winston Goh, Michelle Ho, Jia Lile, Hui Koon Lim, Kit Kwan Lim, Xiangbin Lin, Sim Tick Ngee, Chaudhary Shailendra Pratap, Kumar Rakesh Ranjan, Jai Shankar Sharma, Amitesh Bharat Singh, Mellisa Seow, Diana Tan, Lynn Tan, Ya Yan Tay, Jocelyn Shu Qing Teng, Eddie Tong, Praveen Tripathi, and Melvin Yap, to mention a few), mentors and/or colleagues (Christopher Agnew, Norman H Anderson, Anthony Chang, Fook Kee Chua, Richard J Crisp, Paul H Bell, Donn Byrne, Jeffrey D Fisher, Jitendra Mohan, Colleen F Moore, Janak Pandey, TV Rao, Jai BP Sinha, Dharni Kant Thakur, Giridhar Prasad Thakur, Rama Charan Tripathi, Sushilan Vasoo, and Duane T Wegener), and friends (Ram Padarath Kumar, Shashi Bhushan Mishra, Sakal Deo Prasad Singh, Sheo Narain Singh, and Banke Bihari Sinha). I was also fortunate to have timely interventions from senior officers from the Indian Administrative (Kumar Alok, Rajiv Chawla, Prem Kumar Gera, KP Krishnan, and Sanjay Roy), Police (Ashish Bhatia, Rupak Kumar Dutta, Anjani Kumar, Vijoy Prakash, and Surendra Prasad Sinha), Allied (Balamurgan K, Nilambhra Das Gupta, and Vasundhara Sinha), and Statistical (Anjana Dube) Services whenever I faced any difficulty at government offices. My Chartered Accountants Padam Chand Khincha, Manjunath Prabhu, and Chandrashekar Shetty ensured my error free Income Tax Returns. I am grateful to each of them for freeing my time for pursuing my academic interests.

6. According to Hindi Novelist Munshi Premchand, jealousy does not follow any logic, nor does it accept any evidence. I also found the comment by three colleagues, who were surviving in academia by virtue of only the brand of the institution they served, as amusing but not surprising.

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