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EDUCATIONAL BACKGROUND

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|-----------|---|-------------------|
| 1976-1978 | HARVARD BUSINESS SCHOOL | BOSTON, MA |
| | Doctorate in Business Administration. Robert Bowne Prize for best thesis proposal. | |
| 1974-1976 | HARVARD BUSINESS SCHOOL | BOSTON, MA |
| | Master in Business Administration with distinction. Dean's Honors List. | |
| 1977 | INSTITUTE OF MANAGEMENT ACCOUNTING | ANN ARBOR, MI |
| | Certificate in Management Accounting. | |
| 1969-1972 | INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA | DELHI, INDIA |
| | Chartered Accountancy (equivalent to C.P.A.) with high distinction. First Rank in India (out of approximately 10,000 candidates). | |
| 1966-1969 | ANNAMALAI UNIVERSITY | TAMIL NADU, INDIA |
| | Bachelor of Commerce with high distinction. First Rank in the University. | |

TEACHING EXPERIENCE

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| 1985-present | TUCK SCHOOL, DARTMOUTH COLLEGE | HANOVER, NH |
| | Earl C. Daum 1924 Professor of International Business and Director, William F. Ahtmeyer Center for Global Leadership. Involved in teaching required and elective courses in the MBA program. Courses taught include Management Control Systems, Business Policy, and Global Strategy and Organization. Faculty Director: Tuck Executive Program; Leveraging Core Competencies Program; Global Leadership 2020; Global Leaders Program. | |

ARTICLES

- “Disruptiveness of Innovations: Measurement and An Assessment of Reliability and Validity” *Strategic Management Journal*, February 2006, 27(2), pp. 189-199 (with Praveen Kopalle).
- “The Usefulness of Measuring Disruptiveness of Innovations Ex-Post in Making Ex-Ante Predictions” *Journal of Product Innovation Management*, January 2006, 23(1), pp. 12-18 (with Praveen Kopalle).
- “Building Breakthrough Businesses Within Established Organizations,” *Harvard Business Review*, May 2005, 83(5), p. 58+ (with Chris Trimble).
- “Organizational DNA for Strategic Innovation,” *California Management Review*, Spring 2005, 47(3), p. 47+ (with Chris Trimble).
- “How Legacy Firms Can Introduce Radical and Disruptive Innovations: Theoretical and Empirical Analyses,” *Academy of Management Best Paper Proceedings 2004* (with Praveen Kopalle).
- “Strategic Innovation and the Science of Learning,” *MIT Sloan Management Review*, Winter 2004, 45(2), pp. 67-75 (with Chris Trimble).
- “Not All Profits are Equal,” *Across the Board*, Oct/Sept 2002 (with Chris Trimble).
- “Cultivating a Global Mindset,” *Academy of Management Executive*, February 2002, 16(1), pp. 116-126 (with Anil K. Gupta).
- “Building an Effective Global Business Team,” *MIT Sloan Management Review*, Summer 2001, 42(4), pp. 63-71 (with Anil K. Gupta).
- “Strategic Innovation: A Conceptual Road Map,” *Business Horizons*, Jul/Aug 2001, 44 (4), p. 3 (with Anil K. Gupta).
- “Converting Global Presence into Global Competitive Advantage,” *Academy of Management Executive*, May 2001, 15(2), pp. 45-56 (with Anil K. Gupta).
- “Analysis of the Emerging Global Arena,” *European Management Journal*, 18, 3, 2000, pp. 274-284 (with Anil K. Gupta).
- “Knowledge Management’s Social Dimension: Lessons from Nucor Steel,” *MIT Sloan Management Review*, Fall 2000, 42(1), pp. 71-80 (with Anil K. Gupta).

- "Managing Global Expansion: A Conceptual Framework," *Business Horizons*, March-April 2000, pp. 45-54 (with Anil K. Gupta).
- "Taking Wal-Mart Global," *Strategy and Business*, 17, Fourth Quarter 1999 (with Anil K. Gupta).
- "Knowledge Flows Within Multinational Corporations," *Strategic Management Journal*, 21, 2000, pp. 473-496 (with Anil K. Gupta).
- "Feedback Seeking Behavior Within Multinational Corporations," *Strategic Management Journal*, March 1999, 20(3), pp. 205-222 (with Anil K. Gupta and Ayesha Malhatra).
- "Setting a course for the new global landscape," *Financial Times*, January 1998 (with Anil K. Gupta).
- "How to build global presence," *Financial Times*, January 1998 (with Anil K. Gupta).
- "Turning global presence into global competitive advantage," *Financial Times*, February 1998 (with Anil K. Gupta).
- "Success is all in the mindset," *Financial Times*, February 1998 (with Anil K. Gupta).
- "Organizing for Knowledge Flows Within MNCs," *International Business Review*, 3, 4, 1995, pp. 443-457 (with Anil K. Gupta).
- "Strategic Cost Management: The Value Chain Concept," Chapter in *Handbook of Cost Management* (with John K. Shank), Warren, Gorham & Lamont, 1995.
- "Alternative Value Chain Configurations for Foreign Subsidiaries: Implications for Coordination and Control Within MNCs," In *Building The Strategically Responsive Organization*. Edited by Thomas, O'Neal, White and Hurst, John Wiley & Sons, New York, 1994 (with Anil K. Gupta).
- "Measuring the 'Cost of Quality': A Strategic Cost Management Perspective" *Journal of Cost Management*, 8, 2, 1994, pp. 5-17 (with John K. Shank).
- "Coalignment Between Knowledge Flow Patterns and Strategic Systems and Processes Within MNCs," In *Implementing Strategic Processes*. Edited by Lorange, Chakravarthy, Roos, and Van de Ven, Basil, Blackwell Ltd., 1993 (with Anil K. Gupta).
- "What 'Drives' Cost? A Strategic Cost Management Perspective," *Advances in Management Accounting*, 2, 1993, pp. 27-46 (with John K. Shank).
- "Incentive Compensation Design, Strategic Business Unit Mission, and Competitive Strategy," *Journal of Management Accounting Research*, Volume 5, Fall 1993, pp. 129-144 (with Joe Fisher).

- "Methodological Issues in Testing Contingency Theories: An Assessment of Alternative Approaches," *Creative and Innovative Approaches to the Science of Management*, edited by Yuji Ijiri, New York: Quorum Books, 1993 (with Anil K. Gupta).
- "Strategic Cost Management and The Value Chain," *Journal of Cost Management*, Volume 5, No. 4, Winter 1992, pp. 5-21 (with John K. Shank).
- "Strategic Cost Management: The Value Chain Perspective," *Journal of Management Accounting Research*, Volume 4, Fall 1992, pp. 179-197 (with John K. Shank).
- "Strategic Cost Management: Tailoring Controls to Strategies," *Journal of Cost Management*, Volume 6, No. 3, Fall 1992, pp. 14-25 (with John K. Shank).
- "Strategic Cost Analysis of Technology Investments," *MIT Sloan Management Review*, Vol. 34, No. 1, Fall 1992, pp. 39-51 (with John K. Shank).
- "Profit Center Manager Compensation: Impact of Market, Political, and Human Capital Factors," *Strategic Management Journal*, 1992, 13 (3), pp. 205-217 (with Joe Fisher).
- "Knowledge Flows and Structure of Controls in Multinational Corporations," *Academy of Management Review* (with Anil K. Gupta), October 1991, 16, 4, pp. 768-792.
- "Impact of Output versus Behavior Controls and Resource Sharing on Performance: Strategy as a Mediating Variable," *Academy of Management Journal* (with Joe Fisher), June 1990, 33,2, pp. 259-285.
- "On Assessing a Firm's Cash Generating Ability," *The Accounting Review* (with Ray Stephens), January 1990, 65, 1, pp. 242-257.
- "Implementing Competitive Strategies at the Business Unit Level: Implications of Matching Managers with Strategies," *Strategic Management Journal*, 1989, 10, pp. 251- 269.
- "Profit Variance Analysis: A Strategic Focus," *Issues in Accounting Education*, 1989 (with John K. Shank), 4, 2, pp. 396-410.
- "Strategic Cost Analysis: The Crown Cork and Seal Case," *Journal of Cost Management*, Winter 1989, 2, 4, pp. 5-16 (with John K. Shank).
- "The Perils of Cost Allocation Based on Production Volumes," *Accounting Horizons*, December 1988, 2, 4, pp. 71-79 (with John K. Shank).
- "Strategic Cost Analysis: A Case Study," *Journal of Cost Management*, Fall 1988, 2, 3, pp. 25-32 (with John K. Shank and Eric Spiegel). Reprinted in *CAD/CAM: Management Strategies*, Vol 1, 1-13.
- "Strategy Control-Systems and Resource Sharing: Effects on Business-Unit Performance", *Academy of Management Journal*, June 1990, 33(2), pp. 259-285 (with Fisher, J)

- "Transaction-Based Costing for the Complex Product Line: A Field Study," *Journal of Cost Management*, Summer 1988, 2, 2, pp. 31-38 (with John K. Shank).
- "A Contingency Approach to Strategy Implementation at the Business Unit Level: Integrating Administrative Mechanisms with Strategy," *Academy of Management Journal*, 31, 4, 1988, pp. 828-853.
- "Making Strategy Explicit in Cost Analysis: A Case Study," *MIT Sloan Management Review* (with John K. Shank), Spring 1988, 29, 3, pp. 19-29.
- "Decentralization, Strategy, and Effectiveness of Strategic Business Units in Multi-Business Organizations," *Academy of Management Review*, 11, 4, 1986, pp. 844-856.
- "Resource Sharing Among SBUs: Strategic Antecedents and Administrative Implications," *Academy of Management Journal* (with Anil K. Gupta), 29, 4, 1986, pp. 695-714.
- "Impact of Participation in the Budgetary Process on Managerial Attitudes and Performance: Universalistic and Contingency Perspectives," *Decision Sciences*, 17, 4, Fall 1986, pp. 496-516.
- "Cash Sufficiency: The Missing Link in Strategic Planning," *The Journal of Business Strategy* (with John K. Shank), Summer 1986, pp. 88-95.
- "Linking Control Systems to Business Unit Strategy: Impact on Performance," *Accounting, Organizations and Society* (with Anil K. Gupta), 1985, pp. 51-66.
- "Use of Accounting Data in Product Pricing," *Corporate Accounting*, 2, 2, Spring 1984, pp. 38-45.
- "Appropriateness of Accounting Data in Performance Evaluation: Environmental Uncertainty as an Intervening Variable," *Accounting, Organizations and Society*, 9, 2, 1984, pp. 125-135.
- "Business Unit Strategy, Managerial Characteristics, and Business Unit Effectiveness at Strategy Implementation," *Academy of Management Journal* (with Anil K. Gupta), 27, 1, March 1984, pp. 25-41.
- "The Contingent Relationship Between the Controller and Internal Audit Functions in Large Organizations," *Accounting, Organizations and Society* (with J.G. San Miguel), 9, 2, 1984, pp. 179-188.
- "Build, Hold, Harvest: Converting Strategic Intentions into Reality," *Journal of Business Strategy* (with Anil K. Gupta), 4, 3, Winter 1984, pp. 34-47.
- "How to Use Cost Data in Pricing Decisions," *Management Accounting* (with Robert N. Anthony), July 1983, pp. 30-37.

- "Effects of Audits on the Behavior of Medical Professionals under Bennett Amendment," *Auditing: A Journal of Practice and Theory* (with N.C. Churchill and W.W. Cooper), 1, 2, Winter 1982, pp. 69-90.
- "The Objectives of Financial Statements: An Empirical Study of the Use of Cash Flow and Earnings by Security Analysts," *Accounting, Organizations and Society*, 5,4, 1980, pp. 383-392.
- "An Examination of Alternative Forms of Regulatory Mechanisms: The Case of the Health Care Industry," *Quantitative Planning and Control*, edited by Yuji Ijiri and A. Whinston, Academic Press, 1979 (with Anil K. Gupta).
- "Objectives of Financial Reporting by Business Enterprise: Some Evidence on User Preferences," *Journal of Accounting, Auditing and Finance*, 2, 4, Summer 1979, pp. 339-343.
- "Evaluation of Social Programs: Some Thoughts on the Role Accountants," *The Accounting Journal* (with J.D. Pond), Vol. 1, No. 2, 1978, pp. 318-323.
- "Developments in Comprehensive Auditing and Suggestions for Research," *Symposium on Auditing Research II*, University of Illinois, Urbana-Champaign, 1977 (with N.C. Churchill, W.W. Cooper, J.D. Pond and J.G. San Miguel), pp. 197-220.
- "Extending Corporate Accountability: A Survey and Framework for Analysis," *Accounting, Organizations and Society* (with J.G. San Miguel and John K. Shank), 2, 4, 1977, pp. 333-347.
- "Knowledge Flow Patterns, Subsidiary Strategic Roles, and Strategic Control Within MNCs," *Academy of Management Best Paper Proceedings*, August 1991 (with Anil K. Gupta).
- "Congruence Between Controls and Business Unit Strategies: Implications for Business Unit Performance and Managerial Job Satisfaction," *Academy of Management Best Paper Proceedings*, edited by Frank Hoy, August 1988 (with Joe Fisher).
- "An Empirical Examination of Linkages Between Strategy, Managerial Characteristics, and Performance at the Business Unit Level," *Academy of Management Best Paper Proceedings*, edited by K.E. Chung, August 1982 (with Anil K. Gupta).
- "Behavioral Effects on Audits in the Health Care Services," Doctoral Thesis, Harvard Business School, 1978.

AWARDS AND HONORS

Eight Leading Executive Advisors

Named by *The Wall Street Journal Online*

25 Top Leading Thinkers

Named by Best Practice Institute

Rated as a Top Management Thought Leader

Named by *Across the Board*

Outstanding Faculty

Named by *Business Week* in its Guide to Best B-Schools

Top Ten Professor in Corporate Executive Education

Rated by *Business Week*

Top Five Most Respected Executive Coach on Strategy

Rated by Forbes

Top Ten Thought Leader in Strategy Coaching

Rated in *Profiles in Coaching*, by Howard Morgan, Phil Harkins, and Marshall Goldsmith, 2004.

Outstanding Teacher of the Year

Voted by MBA students

Top 50 Non-Resident Indian of the Year

By *NRI World*, the lifestyle and business magazine for Indians living abroad.

Top Ten Most Frequently Cited Research Paper

In the forty-year history of the *Academy of Management Journal*

Top 20 Academic Superstar

In North America for research in strategy in organization by *Management International Review*

Gluek Best Research Paper Award

In business policy and strategy from the Academy of Management

Academy of Management Journals' Hall of Fame

Honorable Mention, Recognition for the number of articles published in the Academy Journals

Second Most Frequently Cited Research Paper

Survey of "The Fifty Most-Noted Strategy Works of 1980-1985" by Donald C. Hambrick of Columbia University.

Notable Contribution to Management Accounting Literature Award

The Management Accounting Section, American Accounting Association

Robert Bowne Prize

For Best Thesis Proposal, Harvard Business School

President's Gold Medal

First rank nationwide in Chartered Accountancy (Equivalent of CPA), The Institute of Chartered Accountants of India

15th Annual Dartmouth Presidential Lecture

Selected by President Wright to share expertise on global business strategy

Top 10 Indian Global Management Guru

Selected by *BusinessWorld* as one of the top Indian-born management gurus who have made it big overseas.