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Vita

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EDUCATIONAL BACKGROUND

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

2008-2009 GENERAL ELECTRIC
Professor in Residence and Chief Innovation Consultant. Involved in working with GE's top Management teams and Senior Executives to advance their innovation agenda.

1985-present TUCK SCHOOL, DARTMOUTH COLLEGE HANOVER, NH
Earl C. Daum 1924 Professor of International Business and Director, William F. Achtmeyer 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; Smith-Tuck Global Leaders Program.

1981-1985 THE OHIO STATE UNIVERSITY COLUMBUS, OH
Associate Professor (with tenure). Taught required and elective courses in the MBA program. Academic Director, Executive Development Program.

1980-1981 HARVARD BUSINESS SCHOOL BOSTON, MA
Visiting Associate Professor. Taught Control in the first year MBA program. Received student rating of 4.9 on a 5.0 scale.

1973-1980 INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD, INDIA
Associate Professor and Chairman of the Finance and Control Area. Taught in the two-year MBA Program, Doctoral Program and the Executive Programs. Was rated the Best Teacher by the MBA students.

Fall 1977 & Fall 1978 HARVARD UNIVERSITY CAMBRIDGE, MA
Taught Economics 1500 (Financial and Managerial Accounting) at Harvard College.

BOOKS

The Other Side of Innovation: Solving the Execution Challenge, Harvard Business Press, 2010 (with Chris Trimble).

The Quest for Global Dominance, Jossey-Bass, 2008 (with Anil K. Gupta and Haiyan Wang).

Management Control Systems. Richard D. Irwin, Twelfth Edition, 2007 (with Robert N. Anthony).

Ten Rules for Strategic Innovators – from Idea to Execution, Harvard Business School Press, 2005 (with Chris Trimble).

Global Strategy and Organization, John Wiley & Sons, 2003 (with Anil K. Gupta).

The Many Facets of Leadership, Financial Times Prentice-Hall, 2002 (Edited Book with Marshall Goldsmith, Beverley Key, and Al Vicere).

Strategic Cost Management: The New Tool for Competitive Advantage. The Free Press, 1993 (with John K. Shank).

Strategic Cost Analysis. Richard D. Irwin, 1989 (with John K. Shank).

ARTICLES IN MAJOR JOURNALS

"The CEO's Role in Business Model Reinvention" *Harvard Business Review*, January 2011, 89(1-2), 8 pages (with Chris Trimble).

"Designing a $300 House" The HBR Agenda 2011, *Harvard Business Review*, January 2011, 89(1-2), 26 pages.

"Stop the Innovation Wars" *Harvard Business Review,* July 2010, 88(7), pp. 76-83 (with Chris Trimble).

"How GE Is Disrupting Itself" *Harvard Business Review*, October 2009, 87(10), pp. 56-65 (with Jeffrey Immelt and Chris Trimble).

"Disruptiveness of Innovations: Measurement and An Assessment of Reliability and Validity" *Strategic Management Journal*, February 2006, 27(2), pp. 189-199 (with Praveen Kopalle).

"Building Breakthrough Businesses Within Established Organizations," *Harvard Business Review*, May 2005, 83(5), pp. 58-68 (with Chris Trimble).

"Organizational DNA for Strategic Innovation," *California Management Review*, Spring 2005, 47(3), pp. 47-76 (with Chris Trimble).

"Strategic Innovation and the Science of Learning," *MIT Sloan Management Review*, Winter 2004, 45(2), pp. 67-75 (with Chris Trimble).

"Building an Effective Global Business Team," *MIT Sloan Management Review*, Summer 2001, 42(4), pp. 63-71 (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).

"Taking Wal-Mart Global," *Strategy and Business*, 17, Fourth Quarter 1999, pp. 14-25 (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).

"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.

"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)

"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.

"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.

"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.

"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.

OTHER ARTICLES

"Falcon Inc. Performance Evaluation of Foreign Subsidiaries," *Issues in Accounting Education*, May 2007, 22(2), pp. 233-245, 2007 (with Mahendra Gujarathi).

"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).

"How Legacy Firms Can Introduce Radical and Disruptive Innovations: Theoretical and Empirical Analyses," *Academy of Management* Best Paper Proceedings 2004 (with Praveen Kopalle).

"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).

"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).

"Managing Global Expansion: A Conceptual Framework," *Business Horizons*, March-April 2000, pp. 45-54 (with Anil K. Gupta).

"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).

"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.

"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).

"Use of Accounting Data in Product Pricing," *Corporate Accounting*, 2, 2, Spring 1984, pp. 38-45.

"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.

"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.

"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

McKinsey Award 2010, 2nd Place
"Stop the Innovation Wars" *Harvard Business Review*
By V. Govindarajan and C. Trimble

Emerging Business Brain
By *London Times*

"Winner of the 2006 Accenture Award"
By *California Management Review* for his article
Organizational DNA for Strategic Innovation
(co-authored with Chris Trimble)

Global Indian Thought Leader
Rated by *Across The Board*

Global Indian Thought Leader
Rated by *India Today*

Cited as a Top 50 Management Thinker
Rated by *London Times*

Top Five Most Respected Executive Coach on Strategy
Rated by *Forbes*

Top Ten Professor in Corporate Executive Education
Rated by *Business Week*

Top 50 Non-Resident Indian of the Year
By *NRI World*, the lifestyle and business magazine for Indians living abroad.

Top 10 Indian Global Management Guru
Selected by *BusinessWorld* as one of the top Indian-born management gurus who have made it big overseas.

Outstanding Faculty
Named in *Business Week* Guide to Best Business Schools

Outstanding Teacher of the Year
Voted by *MBA students*

Top Ten Most Frequently Cited Research Paper
In the 40-year history of the *Academy of Management Journal* (AMJ) (reference to "Business Unit Strategy, Managerial Characteristics, and Business Unit Effectiveness at Strategy Implementation," with Anil K. Gupta.)

Second Most Frequently Cited Research Paper
Survey of *"The Fifty Most-Noted Strategy Works of 1980-1985"* by Donald C. Hambrick of Columbia University (reference to "Business Unit Strategy, Managerial Characteristics, and Business Unit Effectiveness at Strategy Implementation," with Anil K. Gupta.)

Top 20 Academic Superstar
In North America for research in strategy and organization by *Management International Review*

Gluek Best Research Paper Award
In business policy and strategy from the *Academy of Management*

Academy of Management Hall of Fame
Honorable Mention, Recognition for the number of articles published in the *Academy Journals*

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 *Dartmouth College's President Wright* to share expertise on global business strategy