

August 3, 2020

CURRICULUM VITAE
CHARLES DHANARAJ

OFFICE

Evelyn & Jay G. Piccinati Endowed Chair, Professor in Strategy
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RESIDENCE

12645 Fisher St
Englewood
Colorado 80112, USA.

Nationality: USA

Country of Birth: India

Education

Doctor of Philosophy in Business Administration, (2000) (*Best Thesis Award*)
Richard Ivey School of Business, Western University, London, Ontario, Canada.
Master of Business Administration (1992) – with *Distinction*
Wilfrid Laurier University, Waterloo, Ontario, Canada
Master of Engineering in Robotics (1990) (*Best Thesis Award*)
Memorial University of Newfoundland, St. John's, Newfoundland, Canada
Bachelor of Technology (Mechanical Engineering, 1982)
Indian Institute of Technology, Madras, India

Honors and Awards

Research Excellence

2018 AIB 2018, FIU/AIB Best Theory Paper Award.
2017 Elected as a Fellow of the *Academy of International Business*
2005 Dean's Research Award, Kelley Business School, Indiana University.
2004 Best paper award for Academy of International Business, 2004, Stockholm
2003 Finalist, Best Paper for IMD, Academy of Management Conference, 2003, Seattle.
2001 Barry Richman Dissertation Award, Academy of Management, Int Management Division.
2000 Finalist, Gunnar Hedlund Award for best thesis in International Business, EIBA, Sweden
1998 Finalist, Organization Science Dissertation Proposal Competition
1997 Best Paper Award – ENDEC 97, Los Angeles, CA
1991 David Dunsiger's Award for Excellence in Grad Studies – Best Thesis (Engineering)
1977 Gold Medalist, State of Tamil Nadu Technical Board of Education Exam – 1st Rank.

Cases, Teaching and Service

2018 EFMD Partnership Award in Executive Education, GOLD in Organization Development.
2016-2018 Best Case Award (Top Ten), Ivey Publishing, Ivey Business School
2016-2017 oikos Sustainability Case Competition Awards
2015, 2016 John Molson Case Competition Award
2013, 2014 EFMD Award, Best Case on Indian Management Issues.
2002, 2006-14 Best Case Award (Top Ten), Ivey Publishing, Ivey Business School
1999 Best International Case Award –Administrative Sciences Association of Canada
2013 Distinguished Service Award, Strategic Management Society
2008 Lilly MBA Teaching Excellence Award, Kelley School of Business, Indiana University
2001 MBA Teaching Excellence Award, Kelley School of Business, Indiana University
1995 Award for Teaching Excellence, Temasek Polytechnic, Singapore

Research Grants

2014-2016	IMD Research Grant
2012	Kelley School of Business Summer Research Fellowship, Indiana University
2010-2012	Kelley Life Sciences Research Fellowship, Indiana University.
2007-08	IUPUI International Development Grant
2004-07	International Business Research Grant, IU-CIBER
2004-2009	Summer Research Grant, Kelley School of Business, Indiana University
2004-06	CIBER Research Fellowship, Kelley School of Business, Indiana University
2003-05	National Science Foundation's (NSF) Grant (with Lyles) (\$260,000)
1998 – 99	International Thesis Fellowship, Richard Ivey School of Business
1998 – 99	Graduate Research Fellowship, University of Western Ontario
1996 – 97	Ontario Graduate Scholarship, Canada
1995 – 97	Special Graduate Scholarship of University of Western Ontario
1991 – 92	University Graduate Fellowship, WLU, Canada

Academic Experience

2020 – Current	Piccinati Endowed Chair in Strategy, Professor & Chair, Management Department, Daniels College of Business, University of Denver
2017 – 2020	H. F. “Gerry” Lenfest Professor of Strategy, Founding Director, Translational Research Center, Fox School of Business, Temple University
2014 – 2016	Professor of Strategy and Global Leadership, IMD Business School, Switzerland
2007 – 2013	Associate Professor of Management (with Tenure), Kelley School of Business, Indiana U.
2008 – 2009	Associate Professor, Strategy and International Business, Ivey Business School, Canada (on leave from Indiana University)
2000 – 2007	Assistant Professor of Management, Kelley School of Business, Indiana University
1999 – 2000	Lecturer, Kelley School of Business, Indiana University
1992 – 1995	Lecturer, Temasek Polytechnic, Singapore
1998 – 1999	Instructor, General Management, Richard Ivey School of Business, Canada

Industry Experience

1989 – 1991	Robotics Engineer, (C-CORE) Inc., Memorial University, St. John's, Canada
1987 – 1988	Executive Assistant to Managing Director, Kaveri Engineering Industries Ltd, India
1982 – 1987	Technical Assistant to Vice President, Tata Robins Fraser Ltd, Jamshedpur, India

Visiting Appointments

2013 (Fall)	Kellogg School of Business, Northwestern University, Chicago, USA
2012, 2013	Fundação Dom Cabral, Belo Horizonte, Brazil
2010-2012	Senior Research Fellow & Head, Center for Leadership, Innovation & Change (ISB)
2007-2012	Indian School of Business (ISB), Hyderabad, India
2005-2006	Grenoble Ecole de Management, Grenoble, France
2004 (Fall)	Copenhagen Business School, Copenhagen, Denmark

Professional Affiliation

- Academy of International Business – Member since 1996. Conference Chair, 2016 (New Orleans); Vice President (Programs), 2014-16; Chair of AIB Doctoral Consortium 2005 (Quebec City) & 2010 (Rio de Janeiro); Member of AIB Research Committee (2005-2010), Chair of AIB Research Committee (2010)
- Academy of Management – Member since 1995. Chair of AoM IMD Doctoral Consortium, 2013 (Orlando); Barry Richman Dissertation Award Committee - Member, (2004-2008), Chair (2008)
- Strategic Management Society – Member since 1999. Leadership of Global Strategy Interest Group Committee (2009-2012) & Co-Chair (2011) & Chair (2012); Co-Chair, India Research Initiative (2008-11): PDW Bangalore, December 10-12, 2010 & Calcutta, February 26-28, 2011; Co-chair of SMS India Special Conference, India (2008, 2013; 2018).

Editorial

- Deputy Editor, Cross Cultural and Strategic Management (2016 –2018)
- Consulting Editor, Journal of Management Studies (2014-2015)
- Associate Editor, *Journal of Management Studies* (2013-2014)
- Guest Editor, Special Issue on Asian Models of Leadership for *Leadership Quarterly* (2014)
- Guest Editor, Special Issue on Indian Multinationals for *Management International Review* (2015)
- **Editorial Review Boards:** *Strategic Management Journal* (2011- current); *Global Strategy Journal* (2011-current); *Journal of International Business Studies* (2008- current); *Management International Review* (2006-current); *Multinational Business Review* (2010-2016); *Management and Organization Review* (2007-2010; 2014-Current); *Journal of Management Studies* (2007-2012; 2014-2016)
- **Ad-hoc Reviewer** for *Academy of Management Journal*, *Academy of Management Review*, *Journal of Management and Organization*, *Asia Pacific Journal of Management*, *Organization Science*, *Management Science*, *IEEE Journal of Engineering Management*, *Journal of Small Business Management*, *Research Policy*
- **Conference Reviewer** for *Strategic Management Society Conference*, *Academy of Management Conference*, *Academy of International Business Conference*

Course Teaching

- Global Leadership (MBA)
- Global Innovation Strategy (MBA)
- Study Trip to India/China (MBA)
- Doing Business in Asia (Undergraduate/ MBA)
- Global Competitive Strategy (MBA)
- Managing International Alliances (MBA)
- Leading and Managing Change (MBA)
- Strategic Management (MBA/Undergraduate)
- Green Capitalism (Environment and Strategy) (MBA)
- Collaborating with NGOs in a Global Economy (MBA)
- Doing Business in India (MBA)
- Cross-Cultural Management (MBA)
- International Environment of Business (Undergraduate)
- International Management (Undergraduate)

Executive Education

- Strategic Management (EMBA), University of Denver.
- Contemporary Corporate Strategy (EMBA), Temple University.
- Innovation and Entrepreneurship in the New Economy (EDBA). Temple University.
- Open Programs: Strategic Management Module in Foundations of Business Leadership, IMD
- Open Programs: Winning with Strategic Partnerships, IMD
- Open Programs: Innovate Locally, Leverage Globally, IMD
- Open Programs: Winning in Emerging Markets, IMD
- EMBA: India Immersion Module, IMD
- Custom programs with Agricultural Bank of China (China), Arla Foods (Denmark), Autoneum (Switzerland), Bayer (Germany), Danske Bank (Denmark), Dekra (Germany), Hong Leong Group (Malaysia), Mahindra & Mahindra (India), Pernod Ricard (France), Sanofi (France), Saudi Arabia American Bank (Saudi Arabia), Sika (Switzerland), Unicredit (Italy), Valmet (Finland).
- Global Growth Entrepreneurship, ISB, India
- Global Strategy, FDC, Brazil
- BRIC Globalization Program, New York, USA (Consortium FDC, Skolkovo, ISB and Fudan)

Journal Publications

1. Dhanaraj, C. & G. Kohlrrieser. **2020**. The Hidden Perils of Unresolved Grief. *McKinsey Quarterly*. In Press.
2. Prashantham, S., Zhou, J. & C. Dhanaraj. **2020**. Depth vs. Breadth: Network Strategy in Emerging Markets. *Management and Organizations Review* 16:229-260. <https://doi.org/10.1017/mor.2019.54>
3. Malnight, T. Buche, I. & C. Dhanaraj. **2019**. Put Purpose at the Core of Your Strategy. *Harvard Business Review*. Sep-Oct. <https://hbr.org/2019/09/put-purpose-at-the-core-of-your-strategy>
4. Banalieva, E. & C. Dhanaraj. **2019**. Internalization Theory in a Digital Economy. *Journal of International Business Studies*. <https://doi.org/10.1057/s41267-019-00243-7> (Best Theory Paper Award at AIB2018)
5. Lehmberg, D., C. Dhanaraj & R. White. **2019**. Market adjacency and competing technologies: Evidence from the FPD industry. *Industry and Corporate Change*. <https://doi.org/10.1093/icc/dtz009>
6. Jha, S.K., Dhanaraj, C. & R. Krishnan, R. **2018**. From Arbitrage to Global Innovation: Evolution of Multinational R&D in Emerging Markets. *Management International Review*, 58(4), 633-661.
7. Howard, M., Steensma, H.K., Lyles, M. & Dhanaraj, C. **2016**. Learning to Collaborate through Collaboration: The Influence of External Alliances on Innovation Practices. *Strategic Management Journal*. 37: 2092–2103.
8. Jha, S.K., Puralkar, I., Krishnan, R. & Dhanaraj, C. **2016**. Developing new products in emerging markets. *MIT Sloan Management Review*, Spring: 17-24.
9. Arvey, R., Dhanaraj, C., Javidan, M. & Zhang, Z. **2015**. Are There Unique Leadership Models in Asia? Exploring Uncharted Territory. *Leadership Quarterly*. 26 (1), 1-6.
10. Contractor, F., Dhanaraj, C., & Kumar, V. **2015**. Leveraging India: Global Interconnectedness and Locational Competitive Advantage. *Management International Review*. 55 (2), 159-179.
11. Prashantham, S. & Dhanaraj, C. **2015**. MNE Ties and New Venture Internationalization. *Asia Pacific Journal of Management*, 1-25.
12. Prashantham, S. & Dhanaraj, C & Kumar, K. **2015** Ties that bind: Ethnic Ties and New Venture Internationalization. *Long Range Planning*. 48(5): 317-333.
13. Banalieva, E.R., & Dhanaraj, C. **2013**. Home Region Orientation in International Expansion Strategies. *Journal of International Business Studies*, 44(2): 89-116.
14. Lehmberg, D, Dhanaraj, C. & Funai, A. **2013**. What do we make of Japan? Myths and Realities. *Business Horizons* 56(2): 219-229.
15. Steensma, H.K., Howard, M., Lyles, M. & Dhanaraj, C. **2012**. The Compensatory Relationship between Absorptive Capacity, Social Capital and Learning from an Alliance. *Strategic Entrepreneurship Journal*. 6(4): 291-381.
16. Dhanaraj, C. & Khanna, T. **2011**. Transforming Mental Models on Emerging Markets. *Academy of Management Learning and Education*. 10 (4): 684-701.
17. Prashantham, S. & Dhanaraj, C. **2010**. The Dynamic Influence of Social Capital on the International Growth of New Ventures. *Journal of Management Studies*. 47 (6): 967-994.
18. Dhanaraj, C. & Beamish, P.W. **2009**. Institutional Environment and Subsidiary Survival. *Management International Review*. 49 (3): 291-312.
19. Asmussen, C., Pedersen, T. & Dhanaraj, C. **2009**. Evolution of Subsidiary Competences: Extending the Diamond Network Model. *Journal of International Business Studies*. 40(1):42-57.

20. Steensma, H.K., Barden, J., Dhanaraj, C., Lyles, M., & Tihanyi, L. **2008**. The Evolution and Internalization of International Joint Ventures. *Journal of International Business Studies*. 39: 491-507.
21. Li, J., Dhanaraj, C. & Shockley, R. IJV Evolution: Extending Real Options Theory. **2008**. *Managerial Decision Economics*. 29(4): 317-338.
22. Dhanaraj, C. & Parkhe, A. **2006**. Orchestrating Innovation Networks. *Academy of Management Review*, **31**(3): 659-669.
23. Steensma, K., Tihanyi, L. M. Lyles & C. Dhanaraj. **2005**. The Evolving Value of Foreign Partnerships in Transitioning Economies. *Academy of Management Journal*. **48**(2): 213-235.
24. Dhanaraj, C. Lyles, M. Steensma, HK & Tihanyi, L. **2004**. Managing Tacit and Explicit Knowledge Transfer in IJVs: The Role of Relational Embeddedness and the Impact on Performance. *Journal of International Business Studies*, **35**(5): 428-443.
25. Dhanaraj, C. & Beamish, PW. **2004**. Effect of Equity Ownership on the Survival of International Joint Ventures” *Strategic Management Journal*. **25**:295-305.
26. Dhanaraj, C. & Beamish, PW. **2003**. A Resource Based Approach to the Study of Export Performance. *Journal of Small Business Management*, **41**(3): 242-261.
27. Dhanaraj, C. & Sharan, AM. **1995**. Efficient Modeling of Rigid Link Robot Dynamic Problems with Friction. *Mechanism and Machine Theory*, **30**(5): 749-764.
28. Sharan, AM & Dhanaraj, C, **1993**. A Task Streamlining Approach for Parallel Processing of the Inverse Dynamic Equations With Friction, *Journal of Dynamic Systems and Control, Transactions of ASME*, **115**: 434-440.
29. Sharan, AM. & Dhanaraj, C. **1991**. Efficient and accurate on-line computation of motor torques for robotic manipulators. In *Manitoba Univ., Proceedings of the Thirteenth Canadian Congress of Applied Mechanics* p 654-655.
30. Beamish, PW & Dhanaraj, C. **2000**. Samsung and the Theme Park Industry in Korea. *Asian Case Research Journal*, 4: 27-48.
31. Dhanaraj, C. & Beamish PW. **1997**. IPC Corporation, Singapore. *Asian Case Research Journal*, 1: 127-146.

Current Research

1. Enough Theory Evolution, Time for a Theory Revolution? (w/Svystunova/Parkhe/AMR)
2. Translational Research and the Impact of Business School scholarship? (AMR)
3. Urban entrepreneurship: Defining a research agenda (w/Sreenivas/ETP)
4. Augmented intelligence and strategic decision making. (w/Nayak/JMS)
5. The Honeycomb Structure of Organizational Knowledge (AMR)
6. Knowledge Swirls: Co-evolution in Global Clusters. (w/Prashantham/AMR)
7. Social Network Analysis in International Business Research. (w/Eriksson/Lindstrand/JIBS)
8. Iterative Learning from Failures in Nascent Internationalization (w/Khera)
9. Corporate Conscience and the CEO. (w/Cossin/Jordan/JBE)
10. Double Helix Model of Corporate Strategy (w/Malnight/SMR)
11. Tracking the Gazelles and Unicorns: The Science Behind Scale-Ups
12. Blockchains and international trade financing: A Transactional Cost Analysis (w/Onuklu/JIBS)
13. Artificial intelligence in Healthcare: Addressing the barriers (w/Samy/BH)
14. AI in Strategy: A framework (w/Nayak/BH)

Book Chapters / Book Reviews

1. Dhanaraj, C., Lyles, M.A. & Steensma, H.K. **2019**. Corporate Centers and Capability Creation: The Case of Alliance Management. in Contractor, F. & J. Reuer (Editors), *Advances in Alliance Research*, Cambridge: Cambridge University Press. 187-203.
2. Dhanaraj, C. 2013. "Book Review: *Innovative Firms in Emerging Market Countries*, by Edmund Amaan and John Cantwell (Editors), Oxford University Press, London, UK." *Journal of International Business Studies*. **44**: 864-866.
3. Dhanaraj, C. 2009. "Book Review: *Emerging Multinationals from Emerging Economies*, by Ravi Ramamurti & Jitendra H. Singh, Cambridge University Press, New York, NY," *Multinational Business Review*, 19:2.
4. Dhanaraj, C. 2007. "Book Review: *Managing the Embedded Multinational: A Network View*, by Forsgren, M., Edgar Elgar, Boston, MA", *Journal of International Business Studies*,
5. Dhanaraj, C. 2007. "Case Writing as Academic Scholarship" in Bhattacharyya, B. (Ed). "*Theory and Practice of Case Method of Instruction*", Institute for Integrated Learning in Management, New Delhi, India, 45-48.
6. Dhanaraj, C. 2006. "Book Review: *Research Methodology in Strategy and Management Vol 1 & 2*, David J. Ketchen, Jr. & Donald D. Bergh (Editors) Elsevier, San Diego, CA. *Academy of Management Review*, 31(2): 497-499.
7. Lyles, M., Dhanaraj, C. & Steensma, K. 2004. "Critical Issues in Learning Processes." In Floyd et al, *Innovating Strategy*, Strategic Management Series, Oxford: Blackwell Publishing.
8. Lyles, M. & Dhanaraj, C. 2003. "Learning Across Borders: Organizational Learning and International Alliances." In Mahnke, Volker and Torben Pedersen (eds.) *Governing Knowledge in MNCs*. Oxford University Press.
9. Lyles, M., Szabo, K. Kocsis, K., Barden, J., Dhanaraj, C., Steensma, K. & Tihanyi, L. 2003. "A longitudinal study of organizational learning, unlearning, and innovation among IJVs in a transitional economy." In Chakravarthy, B., Mueller-Stewens, G., Lorange, P. & Lechner, C. (eds.) *Strategy Process, Shaping the Contours of the Field*, Blackwell Publishing, pp 191-207.
10. Parkhe, A. & Dhanaraj, C. 2003. "Orchestrating Globally: Multinational Enterprise as a Network". In Rugman, A, *Leadership in International Business Education and Research*. Oxford: Elsevier, pp 197-214.

Teaching Cases

1. Maznevski, M., Dhanaraj, C., & C. Zintel. **2017**. Leading in the Matrix (A): Key Account Management at Sika. IMD Publishing. (IMD-7-1883)
2. Maznevski, M., Dhanaraj, C., & C. Zintel. **2017**. Leading in the Matrix (B1): Peter Venkman's Challenge. IMD Publishing. (IMD-7-1884)
3. Maznevski, M., Dhanaraj, C., & C. Zintel. **2017**. Leading in the Matrix (B2): Ray Stanz's Position. (IMD-7-1885)
4. Maznevski, M., Dhanaraj, C., & C. Zintel. **2017**. Leading in the Matrix (B3): Egon Spengler's Dilemma. IMD Publishing. (IMD-7-1886)
5. Dhanaraj, C., Malnight, T. & Buche, I. **2017**. Mahindra's Aftermarket Business: Bringing Silicon Valley Inside. IMD Publishing. (IMD-7-1916).
6. Dhanaraj, C., Malnight, T. & Buche, I. **2017**. Growing Pains: Mahindra First Choice 2017. IMD Publishing (IMD-7-1926)

7. Maznevski, M., Dhanaraj, C., & C. Zintel. **2016**. Leading in the Matrix: Key Account Management at Sika. A, B1, B2, B3. IMD Publishing. (IMD-7-1722/1723/1724/1725) (Proprietary in-company version)
8. Dhanaraj, C., Shukurova, S., Theyer, M., Garzon, V. **2016**. Customer Value Proposition at Coloplast Wound Care (A), (B), & (C). IMD Publishing. (IMD-7-1450/1451/1452).
9. Dhanaraj, C., Malnight, T. & Buche, I. **2016**. Mahindra First Choice: Silicon Valley Inside. (A), (B1), (B2), (B3), (C1), (C2), (C3), (D). IMD Publishing. (IMD-7-1789 to 1797).
10. Dhanaraj, C., Pereira, JB, Ghobash, S. & Kapoor, M. **2016**. Global Strategy at Uber: One Size Fits All? (A), (B1), (B2), (B3), IMD Publishing. (IMD-7-1453/1454/1455/1456).
11. Dhanaraj, C. & Kondis, A. **2016**. Health for All: Dr Reddys Laboratory and Rural India (A) & (B). IMD Publishing. (IMD-7-1748/1749).
 - Finalist for oikos best case award in Sustainable Business Track, 2016
12. Dhanaraj, C., Malnight, T. & Buche, I. **2016**. Mahindra Finance: Accelerating Growth. IMD Publishing. (IMD-7-1700).
 - John Molson Case Competition, Canada, Third Best Case Award, 2016
13. Dhanaraj, C., Malnight, T. & Buche, I. **2016**. Mahindra Finance: Creating New Markets (A) & (B). IMD Publishing. (IMD-7-1701/1702).
14. Dhanaraj, C. & Shah, G. **2016**. Bandhan Financial Services (A): Advancing Financial Inclusion in India. IMD Publishing. (IMD-7-1617)
15. Dhanaraj, C. & Shah, G. **2016**. Bandhan Financial Services (B):Sustainable Banking in India. IMD Publishing.(IMD-7-1810)
 - Finalist for oikos best case award in Sustainable Business Track, 2016
16. Dhanaraj, C. **2015**. Starbucks in India: Negotiating a Joint Venture with Tata Beverages. IMD Publishing. (IMD-7-1676/1677)
17. Dhanaraj, C., Ribeiro, F., & Stal, E. **2014**. Marcopolo: The Quest for Global Leadership. IMD Publishing. (IMD-7-1606)
 - John Molson Case Competition, Canada, First Prize, Best Case Award, 2015
18. Dhanaraj, C. & Li, J. **2014**. Canadian Institute of Business and Technology (A & B). IMD Publishing. (IMD-7-1608/1609)
19. Dhanaraj, C., Puri, S. & Subramanian, M. **2014**. Agrotech Foods and the Branded Pulses Industry. IMD Publishing. (IMD-7-1642)
20. Dhanaraj, C. & Buche, I. **2014**. Bata India (A), (B), and (C): Organizational Transformation in Emerging Markets. IMD Publishing. (IMD-7-1624/1625/1626).
21. Jha, S., Dhanaraj, C. & Krishnan, R. **2014**. CISCO: Innovating for Emerging Markets (A), (B). IMD Publishing. (IMD-7-1657/1658)
22. Dhanaraj, C. **2014**. Eko India Financial Services: Advancing Financial Inclusion. IMD Publishing. (IMD-7-1607)
23. Ramnarayan, S., C. Dhanaraj, & K. Sankaran. **2013**. CUMI's Global Strategy: The China Puzzle. Ivey Management Services, Ivey Business School, Canada. (HBS# W13154)
24. Anand, M., A. Nandkumar.& C. Dhanaraj. **2012**. Novartis in India: Innovation vs. Affordability. Ivey Management Services, Ivey Business School, Canada. (HBS# W12445)
25. Tatambhotla, A, N. Sachan, & C. Dhanaraj. **2012**. Collaborative Commercialization at Gilead Sciences: Resolving the Innovation vs. Affordability Tradeoff. ISB Case Teaching and Learning Center, ISB Hyderabad, India. (HBS# ISB025)

26. Anand, M. A. Nandkumar, & C. Dhanaraj. **2012**. Embrace (A, B, C, D): The Journey of a Social Entrepreneur, Ivey Management Services, Ivey Business School, Canada. (HBS# W13122-13125)
27. Sachan, N. & C. Dhanaraj. **2012**. Organizing for Innovation at Glenmark (A & B). Ivey Management Services, Ivey Business School, Canada. (HBS# ISB028 – ISB029)
28. Shrimali, G. & C. Dhanaraj. **2012**. Husk Power Systems. Published by Indian School of Business, ISB Case Teaching and Learning Center, ISB Hyderabad, India.
29. Suram, B., Vemuri, P. & C. Dhanaraj. **2011**. Godrej Chotucool: A cooling solution for mass markets. Published by Ivey Management Services, Ivey Business School, Canada [9B11M105].
30. Sachan, N., Kaipa, P., Nandkumar, A., & C. Dhanaraj. **2011**. Oral Insulin: Breakthrough Innovation at Biocon. Published by Ivey Management Services, Ivey Business School, Canada. [9B11M065]
31. Sachan, N., Vemuri, P. Nandkumar, A., & C. Dhanaraj. **2011**. Center for Cellular and Molecular Biology: The Commercialization Challenge. Published by Ivey Management Services, Ivey Business School, Canada. [9B11M064]
32. Dhanaraj, C., Sumukadas, N. Johnson, F., & Malvankar, M. **2011**. Nokia India: Battery Recall Logistics. Published by Ivey Management Services, Ivey Business School, Canada. [9B11D003]
 - Finalist for INFORMS/Decision Sciences Institute Teaching Case Competition.
33. Dhanaraj, C., M. Mukherjee, & H. Bindu. **2011**. A Bomb in Your Pocket: Crisis Leadership at Nokia India (A & B). Published by Ivey Management Services, Ivey Business School, Canada. [9B10M064 & 9B10M065]
34. Dhanaraj, C., O. Branzei, & S. Subramaniam. **2011**. Bayer Cropscience in India (A): Against Child Labor. Published by Ivey Management Services, Ivey Business School, Canada. [9B10M061]
35. Dhanaraj, C., O. Branzei, & S. Subramaniam. **2011**. Bayer Cropscience in India (B): Values and Strategy. Published by Ivey Management Services, Ivey Business School, Canada. [9B10M062]
36. Dhanaraj, C., P. Vemuri, M. Mukherjee, V. Parikh, C. Duwedi, **2011**. Tata Swach: Pure Water for Indian Households. Published by Ivey Management Services, Ivey Business School, Canada. [9B11M058]
37. Dhanaraj, C., Ramachandran, K. & Dasari, S. **2009**. Havells India: The Sylvania Acquisition Decision (A). Published by Ivey Management Services, Ivey Business School, Canada. [9B09M089]
38. Dhanaraj, C. Lyles, M. & Lai, YP. **2007**. Innovation without Walls: Alliance Management at Eli Lilly and Company. Published by Ivey Management Services, Ivey Business School, Canada. [9B07M012]
39. Dhanaraj, C. & Bickel, M. **2007**. Zimmer Holdings (A): The Centerpulse (Switzerland) Acquisition. Published by Ivey Management Services, Ivey Business School, Canada. [9B07M014]
40. Dhanaraj, C., Morgan, M. Beamish, PW & Li, J. **2005**. Taming the Dragon: Cummins in China. Published by Ivey Management Services, Ivey Business School, Canada. [9B05M034]
 - Includes DVD media teaching material – Video Presentation of Steve Chapman, Group Vice President of Emerging Markets and Businesses, Cummins Inc.
 - Reprinted in “Transnational Management: Text, Cases and Readings”, Bartlett, Ghoshal, & Beamish, McGraw Hill, 5th Edition, 2008, pg. 698-709. Available in Chinese.

- Reprinted in “StratSim China, 1/E” by S. James and M. Deighan, Interpretive Solutions, Fall 2007, pg. 139-153.
 - Reprinted in “International Business: An Asia Pacific Perspective, 2/E” by A. Delios, P.W. Beamish and J. Lu, Prentice Hall/Pearson Education South Asia, Singapore, 2010, pg. 579-597.
41. Dhanaraj, C. Beamish, PW, Celly, N. **2004**. Eli Lilly in India Rethinking Joint Venture Strategy (&Teaching note), Published by Ivey Management Services, Canada. [9B04M016]
- Includes DVD media teaching material – Video Presentation of Lorenzo Tallarigo, President of Lilly International, Eli Lilly and Company.
 - Received Ivey’s Best-Selling Case Award, 2005-current. Available in Spanish/Chinese.
 - Reprinted in “Transnational Management: Text, Cases and Readings”, Bartlett, Ghoshal, & Beamish, McGraw Hill, 5th Edition, 2008, pg. 612-627.
 - Reprinted in “Transnational Management: Text, Cases, and Readings in Cross-Border Management, 6/E by C. Bartlett and P.W. Beamish, Irwin McGraw-Hill, Burr Ridge, Illinois, 2011, pg. 552-567.
 - Reprinted in “Transnational Management: Text, Cases, and Readings in Cross-Border Management, 7/E” by C.A. Bartlett and P.W. Beamish, 2013, pg. 519-534.
 - Reprinted in “Cases in Alliance Management”, Kelly & Schaan, Sage, 2006, pg. 229-244.
 - Reprinted in “Case Studies in Business Strategy, Vol V,” by S.S. George, S. Dutta and V. Gupta (eds), ICFAI Center for Management Research, 2005. pg. 171-192.
 - Reprinted in “Cases in Strategic Management, 8/E” edited by P.W. Beamish, McGraw-Hill Ryerson, Toronto, 2006. pg. 137-155.
 - Reprinted in “Cases in Strategic Management, 9/E” by P.W. Beamish, McGraw Hill, Feb. 2009, pg. 165-183.
 - Reprinted in “International Business: An Asia Pacific Perspective, 2/E” by A. Delios, P.W. Beamish and J. Lu, Prentice Hall/Pearson Education South Asia, Singapore, 2010, pg. 455-480.
 - Reprinted in “International Management: Cases” edited by P.W. Beamish, A. Morrison, A. Inkpen, P. Rosenzweig, and C-M. Yu, McGraw Hill International – Best Wise, Taipei (in traditional Chinese characters), 2005, pg. 133-162.
42. Dhanaraj, C. Allison Transmissions: Creating a European Face. **2004**. (with Teaching note & Video), Published by Ivey Management Services, Canada [9B04M045].
- Includes DVD media teaching material – Video presentation of Larry Dewey, President, Allison Transmission Division, General Motors. Also in Spanish.
43. Dhanaraj, C. & Kim, YS. **2004**. Samsung Electronics and the Global Flat Panel Display Industry (A,B,C) (with Teaching note), Published by Ivey Management Services, Ivey Business School, Canada [9B04M046, 9B04M047, & 9B04M048].
44. Dhanaraj, C. & Haywood-Farmer, J. **1999**. “Samsung Everland: Managing Service Quality (A & B)” (with Teaching note), Published by Ivey Management Services, Ivey Business School, Canada. 9A97D016 & 9A97D017.
- Reprinted in Strategic Management: Concepts and Cases, 11th edition, edited by A. A. Thompson and A. J. Strickland, Irwin-McGrawHill, 1999.
45. Dhanaraj, C., Beamish, PW. & Wee, CH. **1998**. “IPC Corporation, Singapore” (with Teaching note). Published by Ivey Management Services [9A96G005].

- Published as a peer-reviewed case in *Asian Case Research Journal*, 1(2): 1-20.
 - Reprinted in *Business Decision Making: Text and Cases*, 6/E, E.Grasby, M.Crossan, A. Frost, J. Haywood-Farmer, M. Pearce & L. Purdy (Ed), Toronto:Nelson, 2000:137-152.
 - Reprinted in *International Business: An Asia Pacific Perspective*, by Andrew Delios and Paul Beamish, Singapore, Prentice Hall, 2005, 512-527.
46. Dhanaraj, C., Beamish, PW. & Kim, YS. **1997**. Samsung and the Theme Park Industry in Korea (with Teaching note). Published by Ivey Case Management, [9A96M006].
- Received Ivey's Best Selling Case Award, 2001-02. Chinese and Korean versions.
 - Published as a peer-reviewed case in *Asian Case Research Journal*, 4: 27-48.
 - Reprinted in *Strategic Management: Text, Readings and Cases*, 5/E, edited by P.W. Beamish and P. Woodcock, McGraw Hill, 1999 (pg. 708-722).
 - Reprinted in *Asia-Pacific Cases in Strategic Management*, edited by Paul W. Beamish, McGraw Hill, Burr Ridge, Illinois, 2000 (pg. 298-313).
 - Reprinted in *Cases in the Environment of Business: International Perspectives*, edited by David Conklin, Sage Publications, Thousand Oaks, California, 2005 (pg. 5-19).

Teaching Cases in Progress

1. Dhanaraj, C., DeWhitt, R. & C. Shepherd. SEPTA at Crossroads: Reinventing Public Transit.
2. Dhanaraj, C. & A. Khera. Strategy Challenge at Mphasis. In progress.
3. Dhanaraj, C. & A. Khera. Global Strategy at Air Liquide, France: The American Acquisition.
4. Dhanaraj, C. & A. Khera. Coopetition at Play: Transcelerate, Inc.
5. Dhanaraj, C. & V. Sreenivas. Growth Strategy at Northern Arc: Social Enterprise and Market Failures.
6. Dhanaraj, C. & Beamish, P. Eli Lilly and Company: The Quest for Collaborative Innovation. In Progress.
7. Dhanaraj, C. Globus: The Evolution of a Corporation.
8. Dhanaraj, C., Malnight, T. & Buche, I. 2016. The Job of a CEO: Anand Mahindra. (A), (A1), (B1), (B2), (B3), (B4), (B5), (C). IMD Publishing. (to be registered).
9. Dhanaraj, C. 2016. Succeeding as an Alliance Leader – Three Role Plays. IMD Publishing. (to be registered).
10. Dhanaraj, C. 2016. James Burt at Intas Pharmaceuticals. IMD Publishing (to be registered).
11. Digital Transformation at Marriott International.
12. Transforming Philips: From Consumer Electronics to Healthcare.
13. IKEA: Combating Digital Disruption.
14. Chevron Corporation: Going Green?
15. Digital Globalization at Stripe.

Conference Presentations (Selected List)

Charles Dhanaraj, 2019. Presenter, 1st Responsible Research Summit, EFMD, Rotterdam on June 30-July 1 2019.

Charles Dhanaraj. 2019. Co-chair and Presenter, Tsui, A., Dhanaraj, C., Hitt, M.A., Gibson, C. & Zhang, Z, *Making IB Research Impactful and Globally Relevant (ID# 2044)*, AIB Professional Development Workshop, Academy of International Business Conference, Copenhagen, June 23, 2019.

Charles Dhanaraj. 2019. Presenter. *Digitalization and Internationalization* (Session# 191428), Chair: S. Prashantham & L. Dau. *Panelists:* Autio, E., Dhanaraj, C., Reuber, B. & S. Zahra, *Academy of International Business Conference*, Copenhagen, June 23, 2019.

Charles Dhanaraj. 2019. Presenter, *Globalization of R&D in an Era of Ferment* (Session# 191225), Chair: R. T. Krishnan, *Panelists:* Krishnan, R.T. Dhanaraj, C., von Zedtwitz, M. & S. Zhao. *Academy of International Business Conference*, Copenhagen, June 23, 2019.

Charles Dhanaraj. 2019. Program Director, Impact Summit 2019: Conceptualizing Pluralistic Measurement of Impact, Fox School of Business, March 29, 2019. (Overall leadership responsibility overseeing the program design, team and execution).

Charles Dhanaraj. 2019. Co-chair, Strategic Management Society Special Conference in India, "Rethinking Corporate Strategy in an Age of Paradox" Hyderabad, India, December 15-18, 2018. (Overall leadership responsibility overseeing the conference design, leadership teams for PDW and execution).

Charles Dhanaraj & Tarun Khanna, 2018. Co-chair. Panel presentation on "Pathways to Impact: Enabling your research to influence practice" Workshop presented at Academy of Management conference at Chicago, August 10, 2018.

Charles Dhanaraj, 2018. Global Innovation Systems: New Challenges. Presenter on Panel. Researching National Innovation Ecosystems: Institutions, Infrastructures, and Organizations, Chaired by Joseph Cheng. Workshop presented at Academy of Management conference at Chicago, August 11, 2018.

Elitsa Banalieva and Charles Dhanaraj. 2018. Internalization Theory for a Digital Economy. Paper presented at the Academy of International Business Conference at Minneapolis, Minnesota, June 24-29, 2018.

Piotr Trąpczyński, Charles Dhanaraj, Elitsa Banalieva. 2017. "Glamour or Reality: Strategic Dilemma of New Multinationals," Paper presented at the Academy of Management Meetings at Atlanta, August 7, 2017.

Charles Dhanaraj, 2017. Translational Research in Business: Generating Knowledge at the Interface of Academia and Industry, Panel presentation at the Academy of Management Meetings at Atlanta, August 4, 2017.

Dhanaraj, C. 2016. Panel Presentation on "Global Innovation: The Next Frontier for International Business?" with Kathy Eisenhardt, Yves Doz, Vijay Govindarajan, and George Yip. Academy of International Business Conference, New Orleans, June 2016.

Dhanaraj, C. 2015. Panel Presentation on "Leveraging India's Locational Competitive Advantage and the Internationalization of Indian MNEs." With Farok Contractor and Vikas Kumar. Academy of International Business Conference, Bangalore, June 2015.

- Dhanaraj, C. 2014. Theory as Empowering Words: Enhancing Transformative Learning in Management Education, Co-chair & Presenter, Professional Development Workshop, Academy of Management, Philadelphia, August 2014.
- Banalieva, E. & Dhanaraj, C. 2014. Toward a Theory of Speed of Socialist Imprinting Decay. Presentation at Academy of Management, Philadelphia, August 2014. Nominated for IM Division Best Paper in OB/HRM/OT.
- Dhanaraj, C. 2014. Frontiers of IM: Developing Interdisciplinary Theories of the Multinational Corporation. Panel presenter. Showcase symposium sponsored by IM/OB/OT division, Academy of Management, Philadelphia, August 2014.
- Jha, S., Dhanaraj, C. & Krishnan, R. 2014. MNE R&D in Emerging Markets: Arbitrage, Adaptation & Aggregation in Global Innovation Networks. Presentation at Academy of Management, Philadelphia, August 2014.
- Ribeiro, F., Banalieva, E. & Dhanaraj, C. 2014. *Internationalization of State-Owned Enterprises through Outward Foreign Direct Investment*. Presentation at the *Academy of International Business Conference*, Vancouver, June 2014.
- Dhanaraj, C. 2014. Understanding Multinational-New Venture Ecosystems: Insights From Bangalore. Co-Chair and Presenter, Panel Session at *the Academy of International Business Conference*, Vancouver, June 2014.
- Dhanaraj, C. Practicing Strategy in Transition Economies: Reframing, Rethinking and Renewing. Presented at the Strategic Management Society Conference, Prague, Czech Republic, October 6-9, 2012.
- Dhanaraj, C. Teaching Emerging Markets. Presented at the American Marketing Association Summer Marketing Educators Conference, Chicago, IL, August 17, 2012.
- Dhanaraj, C. Extreme Makeover: Strategy Teaching and Emerging Markets. Presented at the Academy of Management Conference, Boston, MA, August 3-7, 2012.
- Dhanaraj, C. Jha, S. & R. Krishnan. Evolution of Global Innovation Networks in MNEs. Presented at the Academy of International Business Conference, Washington D.C., June 29-July 3, 2012.
- Dhanaraj, C. Emerging Markets: Rethinking the Nexus between Institutions and Innovation. Presented at the Academy of International Business Conference, Washington D.C., June 29-July 3, 2012.
- Dhanaraj, C. From Whether to How Regions Matter: Past, Present and Future of the Regionalization Perspective. Presented at the Academy of International Business Conference, Washington D.C., June 29-July 3, 2012.
- Dhanaraj, C. Global Entrepreneurial Ecosystems: The Interface between Multinationals and New Ventures. Presented at the Academy of International Business Conference, Washington D.C., June 29-July 3, 2012.
- Dhanaraj, C. Bringing High Level Theory Into Pedagogy. Presented at Strategic Management Society Conference, November 6-9, 2011, Miami, FL.
- Lehmberg, D. & C. Dhanaraj. The Role of Adjacent Markets in Technological Development and Adoption: The Case of LCD TV. Presented at Strategic Management Society Conference, November 6-9, 2011, Miami, FL.
- Sumukadas, N. & Dhanaraj, C. Management of Product Recall Crises. Presented at the *Decision Sciences Conference*, Nov 19-22, 2010. Boston, MA.
- Banalieva, E. & Dhanaraj, C. *How Does Product Diversification Shape the Multinationality-Performance Link?* Presented at the Academy of International Business Conference, June 25-29, 2010, Rio de Janeiro, Brazil.

- Yan, J. & Dhanaraj, C. Disciplinary focus and inter-disciplinary connections: An architecture of business scholarship. Presented at the Academy of Management Conference, August 6-10, 2010, Montreal, Canada.
- Steensma, HK, Howard, MD, Lyles, M. & Dhanaraj, C. The Compensatory Role of Absorptive Capacity and Social Embeddedness in Learning from an Alliance. Presented at the Academy of Management Conference, August 6-10, 2010, Montreal, Canada.
- Banalieva, E. & Dhanaraj, C. Home Region Bias in Multinational Enterprises: What, Why, and How? Presented at the Academy of Management Conference, August 6-10, 2010, Montreal, Canada.
- Dhanaraj, C. Sustaining Scholarship Excellence in a Global Academy, Chair, All Academy Theme Panel, the Academy of Management Conference, August 6-10, 2010, Montreal, Canada.
- Banalieva, E. & Dhanaraj, C. Should Strategy be Regional, Not Global? Presented at the Strategic Management Society Conference, September 12-15, 2010, Rome, Italy.
- Dhanaraj, C. Globalizing “Global Strategy” Classroom: Exploring Innovative Ways to Enhance Student Learning and Experience, Panel presentation at the Strategic Management Society Conference, September 12-15, 2010, Rome, Italy.
- Dhanaraj, C. Value Dilemmas in Global Strategy: Universal Values Across Dispersed Geographies. Panel Presentation at the Strategic Management Society Conference, September 12-15, 2010, Rome, Italy.
- Li, D., Lyles, M., Dhanaraj, C. & Steensma, K. How do shared perceptions of procedural justice and fairness affect learning in alliances? Presented at the Academy of International Business Conference, June 25-28, 2007, Indianapolis.
- Asmussen, C., Dhanaraj, C., & Pedersen, T. Evolution of Subsidiary Competences: Extending the Diamond Network Model. Presented at the Strategic Management Society Conference, November 2006, Vienna, Austria.
- Steensma, K., Dhanaraj, C. & Lyles, M. Power, Conflict and Learning as precursors of Internalization: A study of Joint Venture Transitions to Wholly Owned Subsidiaries in Hungary. Presented at the AOM Conference, August 2004, New Orleans, LA (Best Paper Proceedings).
- Li, Jing, Dhanaraj, C & Shockley, R. Effect of Learning and Knowledge Acquisition Capabilities in IJV Transitions: Extending the Real Options Approach. Presented at the Academy of Management Conference, August 2004, New Orleans, LA.
- Dhanaraj, C., Lyles, M., Steensma, K. & Tihanyi, L. 2004. The Role of Relational Embeddedness: Tacit and Explicit Knowledge Transfer in International Joint Ventures. Presented at the Academy of International Business Conference, Stockholm, Sweden (Finalist for Best Paper Award).
- Steensma, K., Tihanyi, L. Marjorie Lyles & Charles Dhanaraj 2003. The Evolving Value of Partnerships in Transitional Economies” Presented at the Academy of Management Conference, 2003, Seattle, WA. (Finalist for Best Paper Award, International Management Division)
- Dhanaraj, C., Lyles, M., Steensma, K. & Tihanyi, L. 2003. The Dynamics of Relational Embeddedness: Tacit and Explicit Learning in International Joint Ventures. Presented at the Strategic Management Society Conference 2003, Baltimore, MD.
- Dhanaraj, C. & Beamish, P.W. 2002. Ownership Strategies and Survival of Japanese Overseas Subsidiaries. Presented at the Association of Japanese Business Studies Conference, St. Louis, Missouri, June 4-6, 2002.
- Parkhe, A. & Dhanaraj, C. 2002. Orchestrating Globally: Multinational Enterprise as a Network. Presented at the IU Conference on International Strategy, Kelley School of Business, Bloomington, Nov 19-20, 2002.

- Lyles, M., Steensma, K., Tihanyi, L. & Dhanaraj, C., Barden, J. Kocsis, E. & Szabo, K. A longitudinal Study of Organizational Learning, Unlearning, and Innovation among Private Firms in a Transitional Economy.” Presented at the Strategic Management Society Conference, San Francisco. October 21-24, 2001.
- Lyles, Marjorie A. & Charles Dhanaraj, 2001. Learning Across Borders: Organizational Learning and International Joint Ventures, Paper presented at the International Alliance Conference, IMD, Switzerland, June 2001.
- Dhanaraj, Charles & Paul Beamish. 2000. Legitimacy and Mortality of Japanese Overseas Subsidiaries” Paper presented at the Academy of Management Conference, Toronto.
- Dhanaraj, Charles & John Bayliss. 1999. Organizational Resilience. Paper presented at the Strategic Management Society conference, October 3-6, 1999, Berlin, Germany.
- Dhanaraj, Charles. 1999. Organizational Response to Environmental Shocks: The Case of Samsung Corporation. Paper presented at the LVMH Conference, February 5-6, INSEAD Euro-Asia Center, Fontainebleau, France.
- Dhanaraj, Charles. 1997. Davids in the Playfield of Goliaths: Internationalization of Small and Medium Enterprises. Proceedings of Seventh World Entrepreneurship Development Conference (ENDEC '97), Los Angeles, USA, Sept 4-6 (Best Paper Award paper).
- Dhanaraj, Charles. 1997. INTOPIA: Teaching International Entrepreneurship Using Management Simulation. Seventh World Entrepreneurship Development Conference (ENDEC '97), Los Angeles, USA, Sept 4-6, 1997.

Invited Presentations

- “Championing Innovation: Leveraging Customers, Employees and Partners.” Keynote Address at FEICA, European Sealant and Adhesives Industry Association’s Annual Meeting, Sardinia, Italy, September 2017.
- “Building Teaching Cases for Executive Education” Presentation via videoconference to Faculty at FDC School of Business, Belo Horizonte, Brazil. November 23, 2012.
- “Collaborative Commercialization: Four Models for the Global Pharmaceutical Industry” Webinar presented to the Thomson Reuters Seminar Series. November 23, 2012.
- “Geographic Scope in International Business: How Do We Make Sense of Regionalization?” University of Hull Business School, Hull, UK, December 3, 2012.
- “Home Region Bias in International Expansion Strategies” Lally School of Management and Technology, Rensselaer Polytechnic Institute, Albany, New York, November 28, 2012.
- “Managing doctoral dissertations” Presentation at the AIB/Sheth Doctoral Student Consortium, AIB Conference, Washington DC, June 30, 2012.
- “Teaching in Emerging Markets” Presentation at the AMA Emerging Markets Workshop, Chicago, August 17, 2012.
- “Have the Universities Delivered on Industry Expectations?” Presentation at the Innovation Education Conference, Indian School of Business, Hyderabad, India. April 29, 2011.
- “Yes. You can teach well without killing your research” Presentation given to faculty at Indian School of Business, Hyderabad, India. September 21, 2010.
- “Case Writing: Why Scholars Care?” Presentation given to faculty and research students at Indian School of Business, Hyderabad. December 21, 2007, India.
- “China and India: Rivals or Partners?” Presentation given to faculty and doctoral students at Indian Institute of Technology, Bombay, November 3, 2007, India.

- “Why Research Does not Work the Way You Want it to” – Presentation given at Grenoble School of Business, Grenoble, France, March 6, 2007.
- “Leveraging Innovation Externally” – Presentation given to the participants of Life Sciences Forum organized by Kelley School of Business at Warsaw, Indiana (May 18, 2007).
- “Alliance Management and Evolution of Dynamic Capabilities” Presentation to faculty and doctoral students at the UT Dallas Business School, February 16, 2007.
- “Institutionalizing Research in Business Academia in India: Why and How” Keynote presentation given at the Academy of International Business, India Chapter, February 1, 2007, Xavier Institute of Management, Bhubaneshwar, India.
- “Doing empirical research in international business” Presentation to the faculty and doctoral students at the AIB-India research colloquium, New Delhi, Feb 2006.
- “Ten Myths of Publishing” Invited presentation at the Research Seminar at the University of Kiel, Germany, July 2006.
- “China and India: Allies or Competitors?” Invited presentation to the Indiana Council of World Affairs, Indianapolis. March 17, 2006.
- “Taking a Global Journey” Invited presentation to the Executive MBA Forum at IPADE Business School, Mexico City, IPADE, March 13-17, 2005.
- “The World is Flat: Commentary on Implications of Globalization to Indiana” Invited to chair a panel of presenters to the Indiana’s SKL Leadership Forum, organized by the Chamber of Commerce, Indianapolis, June 16, 2005.
- “Orchestrating Multinational Subsidiary Networks: The New Role of the Headquarters” Invited presentation to the faculty and graduate students at Institute for International Business, Stockholm School of Economics, Stockholm, Sweden, December 3, 2004.
- “Research and Publishing: An Introspective Assessment” Invited presentation to the faculty and graduate students at the Department of International Economics and Management, Copenhagen Business school, Copenhagen, Denmark, November 24, 2004.
- “Offshoring and India” Invited presentation to the Asia Business Forum at Copenhagen, Denmark, November 25, 2004.
- “Doing Business in India: Challenges and Opportunities in India” Invited presentation to the *World Trade Club of Indiana, Indianapolis*. March 15, 2002.
- “Dynamics of Learning in International Joint Ventures” Invited presentation to the faculty and graduate students at Guanghua School of Management, *Peking University, China*, November 3, 2003.
- “Global outsourcing: Panacea for Competing or Threat of Hollowing-out?” Invited presentation to the Fall Professional Development *Conference of the Public Accountants*, Primos Banquet and Conference Center in Indianapolis, Indiana. November 13, 2003.
- “Global Sourcing: Challenges and Opportunities in India” Invited presentation to the *National Association of Purchasing Managers, Indianapolis Chapter, Indianapolis*. November 15, 2001.

Media Op-Eds

- Real Prosperity and Imagined Horrors: Why FDI in retail matters. **The Economic Times (Mumbai, India)** Dec 10, 2011
- Beyond Jugaad. **Business Standard (Mumbai, India)** Feb 7, 2011.
- School and community must develop closer ties. **Financial Times** (London, UK) Dec 14/2009.

- Dancing with the Elephant: Doing Business in India. **Asia Pacific Foundation of Canada. *Asian Business Cases*, December 8, 2009.**
- Why business school research matters. **Times of India** (Delhi, India) Jun 08/2009. (w/Beamish)
- From India comes opportunity: Business schools are building new partnerships abroad. **Financial Post** (Toronto, Canada), April 7/2009.
- Indiana's International Prospects. *Indianapolis Business Journal*. June 20, 2005.

Service Contributions

Organizational Leadership

- Co-chair (with Anne Tsui & Mike Hitt), AIB Pre-Conference Workshop on "Driving Impact with IB Research" (Copenhagen, June 24-27, 2019).
- Co-chair, Strategic Management Society Special Conference in India, "Rethinking Corporate Strategy in an Age of Paradox" December 15-18, 2018.
- Co-Editor, Strategy Insights Journal, Strategic Management Society's New Journal conceptualized and to be launched in 2019, Strategy Insights Journal. (with Practice orientation)
- Organized "Editors Summit 2018" in March 2018 - with editors of top business journals on the theme, "Driving Real Impact with Academic Scholarship", Fox School of Business, Philadelphia.
- Organized "Faculty Consortium on Case Writing" at Fox School (with TL Hill) - Jun 4-5, 2018
- Organized "Faculty Consortium on Pedagogical Research" at Fox School (with TL), Jun 11, 2018
- Evaluating GMBA Taskforce (along with Martin Grace, Mart Doyle, Kevin Fandl)
- **Vice President** (Conference Chair 2016), Academy of International Business, 2014-16.
- **Chair of Doctoral Consortium**, Academy of Management, International Management Division, Orlando, Florida. August 2013.
- **Track Chair**, Academy of International Business Conference, Washington DC. Jun-Jul, 2012.
- **Panelist** for Academy of Marketing Association Workshop on Emerging Markets, Chicago, August 17, 2012.
- **Panelist** for AIB/Sheth Doctoral Student Consortium, Academy of International Business conference, Washington DC, June 30, 2012.
- **Co-Chair**, SMS Special Conference on India, December 2008.
- **Co-Chair**, India Research Initiative, Strategic Management Society, 2008-11 (A faculty development initiative which is aimed at running a series of paper development workshops in India. Bangalore, December 10-12, 2010 & Calcutta, February 26-28, 2011.
- **Faculty Presenter**, SMS Paper development workshop, Rome, Italy, September 11, 2010.
- **Member**, Task force on AIB Publications, 2010 (Commissioned by the President of AIB to review AIB's publication strategy).
- **Chair**, Doctoral Consortium, Academy of International Business Conference, Rio, 2010.
- **Barry Richman Dissertation Award Committee** - Member, (2004-2008), Chair (2007-2008)
- **Faculty Facilitator**, Entrepreneurship and Strategy Module, Journal of International Business Studies, Paper Development Workshop, June 2007, Indianapolis, USA.
- **Faculty facilitator** for the Lugar Lecture on "Globalization and the American Challenge" by the US Senator for Indiana, Richard G. Lugar, IUPUI, Indianapolis, November 6, 2006.

- **Faculty presenter** for the Doctoral Consortium at the Strategic Management Society Conference, Vienna, Austria, October 28, 2006.
- **Faculty presenter** for the Doctoral Consortium at the European Group on Organization Science (EGOS), Bergen, Norway, July 2-5, 2006.
- **Chair** of Doctoral Consortium at the Academy of International Business Conference, July 2005, held at Quebec City, Canada.
- **Chair**, *Networks in Management Research Symposium*, held in September 2004, Kelley School of Business, Indianapolis.
- **Faculty Coordinator**, BRIC Executive Symposium, Indianapolis, Indiana (2005, 2006) – A business outreach of Kelley Business School to Indiana business executives.
- **Faculty Facilitator**, Case Writing Workshop at the Academy of Management’s Professional Development Workshops, August 2005, Hawaii.

University Service

- PhD Concentration Advisor, Strategic Management & International Business, Fox School of Business (2018-since Oct 2018)
- Co-Chair, Faculty Recruitment Committee, Strategic Management Department, Fox School of Business (Fall 2018)
- Member, Faculty Recruitment Committee, IMD Switzerland (2016-2017)
- Member, MBA Core Coordinating Committee, Kelley School of Business, Indianapolis (2012)
- Member, Evening MBA Policy Committee, Kelley School of Business, Indianapolis (2009-11)
- Co-chair, Life Sciences Research Fellows, Kelley School of Business, Indianapolis (2010-11)
- Member, Strategy Task Force, Kelley School of Business, Indianapolis (2007-08)
- Member, Research Policy Committee, Kelley School of Business, Indiana U. (2007-08).
- International Strategy Task Force, Kelley School of Business, Indiana University (2006-07)
- Member, Undergraduate Research Opportunities Program (UROP) coordinating committee, IUPUI, & Board Member, Center for Teaching and Learning, IUPUI. (2003-04, 2004-05)
- International Affairs Scholarship Committee. (2000-01, 2001-02)
- Member, IUPUI International Affairs Policy Committee (2000-01, 2001-02)
- Member, Global Policy Committee, Kelley School of Business, Indiana University (2003-04, 2004-05)
- Member, MBA Policy Committee, Kelley School of Business, Indianapolis Campus (2003-06)