
CURRICULUM VITAE

Last Updated: Oct 2009

Personal Information

Name: **Ashok Som**
Address: Associate Professor
Management Area
ESSEC Business School, Paris-Singapore
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95021, Cergy-Pontoise, Cedex, France
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Email: som@essec.fr

Date of Birth: 28th November, 1969

Nationality: Indian

Language: Bengali (native), Hindi (fluent), English (fluent), French (intermediate)

Academic Qualification

June 1997 – April 2001: Ph.D in Business Management, Indian Institute of Management, Ahmedabad,
Date of Award: 23/03/02 India.

July 1993– Jan 1995: Master of Technology (M.Tech, Applied Geology), Indian Institute of Technology
Date of Award: 07/06/95 (IIT), Kharagpur, India. CGPA: 8.78 / 10.

June 1991 – June 1993: Master of Science (M.Sc, Applied Geology), Indian Institute of Technology,
Date of Award: 03/08/93 Kharagpur, India. CGPA: 8.21 / 10.

Aug 1988 – June 1991: B.Sc. (Hons) in Geology (Major) Mathematics & Chemistry (Minor), Presidency
Date of Award: 17/02/93 College, University of Calcutta, Calcutta. 1st Class, 62 %.

April 1986 - Mar 1988: Indian School Certificate Examination (10 + 2) in Physics, Chemistry,
Date of Award: 05/88 Mathematics, and Biology at Calcutta Boys' School, Calcutta, India.

March 1986: Indian Certificate of Secondary Examination (Standard 10), Calcutta Boys'
Date of Award: 04/86 School, Calcutta, India.

Work Experience

Sept, 2009 Associate Dean, Global MBA Program

March – July, 2009 Visiting Professor, International Business Area, AUT University, New Zealand.

Oct 2008 – Dec 2008 Chair, Management Department, ESSEC Business School, Paris-Singapore

March 2008— Director of ESSEC-IIMA Global Management Program on Luxury & Retail Management

Aug – Oct, 2007 Visiting Professor, Business Policy Area, IIM Ahmedabad.

December 2006 Track Chair, IM, 5th Asia Academy of Management Conference, Tokyo

Jan 2006 –Sept 2008 Co-Chair, Management Department, ESSEC Business School

September 2005 — Associate Professor, Management Department, ESSEC Business School

April 2005 — Founding Director of India Research Centre at ESSEC

April-August 2005 Visiting Professor, Graduate School of Business Administration, Keio University, Tokyo

April, 2004 Visiting Professor, Department of Management Sciences and Decision Making, Tamkang University, Tamshui, Taipei Hsien, Taiwan, R.O.C.

March 2003 – July 2003 Visiting Professor, Graduate School of Business Administration, Keio University, Tokyo

Sept 2002- April 2005 Assistant Professor, Strategy & Management, ESSEC Business School, Paris

Aug 2001 – Aug 2002: Visiting Professor, Strategy & Management, Ecole Supérieure des Sciences Economiques et Commerciales (ESSEC)

Oct 2000 – Jan 2001: Internship with Lafarge, in France with HR & Integration Department, Cement Division.

Apr 1998 – Jun 1998: Summer Placement at STAR TV, India. I was responsible for designing a Human Resource Information System (HRIS) for their offices at Mumbai and Delhi, India

Jan 1997 - June 1997: Sr. Executive, New Business Development at Globsyn Technologies Ltd., Calcutta, India.

Jan 1995 - Dec 1996: Executive, Program Co-ordination & Administration at ZEE Education, a subsidiary of ZEE Telefilms Ltd., Calcutta and Mumbai, India

PUBLICATIONS

Book Publications

Som, A (Nov 2008). **Organization Re-design and Innovative HRM.** *Oxford University Press.*

This book documents an empirical, longitudinal study of the process of organizational redesign during changing environments brought about by globalization, liberalization and deregulation. It portrays through detailed description the challenges organizations face responding to these changing environments and how those organizations respond by integrative mechanisms to cement redesign changes within themselves. One of the processes identified is the role of innovative human resource management during organizational redesign. The book, while describing key processes of design and the subsequent innovative human resource management initiatives undertaken by five firms, draws on the rich data set of two environments, India and France, which are emerging into more liberalized and international regimes. While describing the organizational redesign process from an organization theory perspective, the book presents a contingency framework based upon both specific policies and actual practices as perceived by top management from a cross-national point of view. The study of the five in-depth longitudinal case studies that are market leaders in their respective industries across the globe leads the author to support the belief that a proactive role of human resource management is a necessity for superior performance during an organizational redesign process.

Managing the Global Corporation. *McGraw-Hill, UK*

This book is the culmination of a research project that Professor Som has undertaken during the formulation of the course titled "International Management: Managing the Global Corporation". The research has led to completion of business cases of European multi-nationals like Alstom, AF-KLM, Arcelor-Mittal, Canal +, Carrefour, Lafarge, LVMH, L'Oreal, Renault, Vodafone, Saint Gobain, Sanofi Synthelabo-Aventis, Vodafone among others. The text book integrates theory of the multinational firm, expert discussions for in-depth analysis and case studies of some of the above mentioned European firms that provide contextual familiarity. The unique feature of the case is its **European ethos**. The text is divided into four parts, each looking at key themes in international management including ethics, managing across cultures and managing global acquisitions and mergers. Each chapter includes an introduction, two readings and a case, progressing from theory to practice from a management perspective debates. The readings enable the reader to consider the dominant US perspectives before applying them to a European context in the case examples. All cases feature businesses which are in the top three of their sector and so are truly European multinational companies. They also feature global companies such as Vodafone, Airbus and Boeing, and encourage students to probe the context and consider the practical aspects and key debates.

Refereed Journal Publications

- Som, A "Emerging HR Practices at Aditya Birla Group". *Human Resource Management* (forthcoming: September 2010).
- Som, A "Innovation & R&D in the Global Environment: The Case of Group Thales". *International Journal of Business Innovation and Research*, 3(3): 268-380.
- Mai, A "Conducting Business in Vietnam: A Brief for International Managers". *Global Business and Organizational Excellence*, 28(3): 55-78.
- Som, A
- Asakawa, K "Internationalizing R&D in China and India: Conventional Wisdom versus Reality". *Asia Pacific Journal of Management*, 25: 375-394.(Lead Article).
- Som, A
- 2008
- Som, A "Innovative Human Resource Management and Corporate Performance in the Context of Economic Liberalization in India". *International Journal of Human Resource Management*, 19(7): 1280-1299.
- 2008
- Som, A "Volkswagen in China: Running the Olympic Marathon". *European Business Forum (EBF)*, (30) Autumn: 46-49.
- 2007
- Som, A "What drives the adoption of Innovative SHRM practices in Indian organizations?". *International Journal of Human Resource Management*, 18(5): 808-828.
- 2007
- Som, A "Restructuring of Canal Plus: Ready for Prime Time". *European Business Forum (EBF)*, (27) Winter: 59-61.
- 2006
- Som, A "Partner or Protectionist: India's View of Europe". *European Business Forum (EBF)*, (26) Autumn: 7-21.
- 2006
- Som, A "Ringing the Changes". *European Business Forum (EBF)*, (25) Summer: 59-61.
- 2006
- Som, A "Bracing MNC Competition through Innovative HRM practices: The Way Forward For Indian Firms". *Thunderbird International Management Review*, 48(2): 207-237.
- 2006
- Som, A "Saint-Gobain: The Expansion Options". *International Journal of Case Method Research & Application (IJCRA)*. 17(4): 477- 487
- 2005
- Som, A "Vers quelles innovations RH dans les entreprises françaises?: Une Etude Exploratoire". *Gestion 2000*, 2/05: 143-149
- J-L Cerdin
- 2005
- Som, A "Personal touch that built an empire of style and luxury". *European Business Forum (EBF)*, (20) Winter: 69-71.
- 2005
- Som, A "Strategic Organizational Response of an Indo-Japanese Joint Venture to India's Economic Liberalization". *Keio Business Forum*, 22(1): 1-14 (Lead Article)
- 2005
- Som, A "Mahut Group: A Failed Case of Organizational Restructuring". *Asia Case Research Journal*, 9(1): 1-23 (Lead Article)
- 2005
- Som, A "Redesigning the Human Resource Function at Lafarge". *Human Resource Management*, 42(3): 271-288.
- 2003
- Som, A "Building Sustainable Organizations through Restructuring: Role of Organizational Character in France and India". *International Journal of Human Resource Development and Management*, 3(1): 2-16. (Lead Article)
- 2003

Book Chapters

- Som, A
2010 “Aditya Birla Group: The Indian Multinational” in Strategy: Process, Content, Context 4e by Bob de Wit and Ron Meyer, *Cengage Learning EMEA* (forthcoming March 2010).
- Som, A
2010 “AF-KLM: Changing the Rules of the Game” in Strategy: Process, Content, Context 4e by Bob de Wit and Ron Meyer, *Cengage Learning EMEA* (forthcoming March 2010).
- Som, A
2009 "Corona Beer" in Crafting and Executing Strategy: The Quest for Competitive Advantage, *McGraw Hill, USA*, ISBN: 0073530425 / 9780073530420
- Som, A
2008 “Vodafone: Out of Many, One” in Hitt, Ireland and Hoskisson, *Strategic Management: Competitiveness and Globalization*, *Thomson-South Western*, ISBN: 0-324-655592.
- Asakawa, A
Som, A
2007 “Managing Overseas R&D in North East Asia: Conventional Wisdom and Emerging Trends” Chapter II In Maximilian von Zedtwitz, D.K.Bok & Sangho Chung, *R&D Interplay in North East Asia*, *Samsung Economic Research Institute*, ISBN: 978-89-7633-354-4 03320.
- Som, A
2007 “Organization Redesign at Bharat Petroleum Corporation Limited: The Challenge of Privatization” In Tanuja Agarwala, *Strategic Human Resource Management*, *Oxford University Press*, ISBN:0-19-568359-5.
- Som, A
2007 “Vodafone: E Pluribus Unum”, In Barney and Hesterly, *Strategic Management and Competitive Advantage: Concepts and Cases*, *Pearson Prentice Hall*, ISBN: : 978-0-13-233823-3
- Som, A
2005 “Carrefour in South America”, In MS Raju and D. Xardel, *Marketing Management: International Perspective*, *Vijay Nicole*, ISBN: 81-8209-100-4
- Som, A
2005 “LVMH: Managing the Multi-Brand Conglomerate”, In Barney and Hesterly, *Strategic Management and Competitive Advantage: Concepts and Cases*, *Pearson Prentice Hall*, ISBN: 03154274 AND In McGee, J, Wilson, D and Thomas, H, Warwick Business School, UK; *Strategy: Analysis and Practice, Text and Cases Edition*, *McGraw-Hill Education/Open University Press*, ISBN: 0077107063
- Som, A
2004 “Lafarge: Evolution of a French Cement Company to a Global Leader”, In Trick, M. (Ed.), *Global corporate evolution: looking inward or looking outward?. Carnegie Bosch Institute Series on International Management: Carnegie Mellon University Press*.

Business Press

Som, A (2009). Interviewed and Quoted in *GO Magazine* (<http://www.go-magazine.biz>), January 2009: 46-49.

"Redefining Strategic Business Initiatives" Book Reviewed in *The Hindu* (23 December, 2008): 5.

"New Strategies to Keep up with the times" Book Reviewed and Interviewed in *Turk Talk, Education Times, Times of India* (22 December, 2008): 40.””

Interviewed in *CB News*, Special Issue on Luxury (8th December 2008): N 994: 26.

Quoted in « La mondialisation bouscule les metiers du luxe » *Les Echos* (6th May 2008):9.

Interviewed in *Business Digest* “Flexibility, Receptiveness and Governance Lie at the Core of HR Excellence / Souplesse, ecoute et gouvernanance au coeur de l'excellence RH”, (April 2008) 184: 5-6 ;

Quoted in "Cover Story: Luxury Boom" in Pitch (<http://www.pitchonnet.com>): (April 2008): 47-54;

“India & France Managing Mutually Beneficial Growth”, *Diplomatist* (January 2007).

“On the Prowl: Bidding for the Indian Skies”, *Times of India* , (13 February 2006)/ p24..

“Double Standards”, *Business Standard, India* (23rd February, 2006).

Work-in-Progress / Under Review

- Som, A “Role of Innovative HRM During Organizational Redesign: A Comparative Study Of 4 Organizations In France And India” targeted at *Human Relations / Management International Review*
- Som, A “Corporate Re-design and Corporate Performance in the Context of India's Economic Liberalization” targeted at *MIR / Journal of Management Studies*
- Som, A “Innovative SHRM practices: A comparative study between France and India” targeted at *International Journal of HRM*
- Som, A “When The Past Moulds the Present: How Dominant Logic Develops, Changes and Designs Organization” targeted at *Organizational Science / SMJ*
- Som, A “Determinants of Cross-border Post-Merger Integration Levels and Speed” targeted at *Journal of Management Studies*.
Markus Venzin
- Asakawa, K “Managing Innovation Globally: Challenges Facing Japan and India targeted at *Harvard Business Review*
Som, A
- Som, A “Re-designing the Corporation” targeted at *MIT Sloan Management Review*
- Som, A “When does Organization Design Create Performance?” targeted at *California Management Review / HBR / MIT Sloan*

Refereed Conference Presentations

- Som, A
2009 “Emerging HRM practices at AB Group” presented at ANZIBA, The University of Queensland, Brisbane QLD, Australia, April 16-18, 2009.
- Som, A
2008 “Organizational Re-design and Performance: Evidence from India” presented at AOM Meeting, Anaheim, California, August 8-13, 2008.
- Som, A
2008 “Corporate Re-design and Performance in the Context of India’s Economic Liberalization” presented at AIB Milan, June 30 – July 3, 2008.
- Som, A
2008 “Innovation and Development in the Global Environment: The Case of Group Thales” presented at 2008 Global Business Innovation and Development Conference (GBID), Rio De Janeiro, Brazil, 16-19 Jan 2008. Conference Proceedings.
- Som, A
2007 “A Comparative Study of Innovative Human Resource Management practices in India and France” presented at APROS12, Dec.9th-12th, 2007, Delhi, India. Conference Proceedings.
- Som, A
2006 “Professionalized SHRM and Corporate Performance in India” in *20th Annual Conference ANZAM 2006*. Queensland, Australia. Conference Proceedings.
- Som, A
2006 “Re-designing for Performance: Findings from 4 Cases Studies” presented at the 5th Asia Academy of Management Society, Tokyo, Japan, Dec 19-21, 2006. Track Chair for the IM Track. Conference Proceedings.
- Som, A
2006 “The Role of Dominant Logic in Designing Organizations” presented at the 26th Annual Conference of Strategic Management Society (SMS), Vienna, Austria, Oct 29- Nov 1, 2006. Conference Proceedings.
- Asakawa, K
Som, A
2006 "Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms" presented at the 66th Annual Meeting of the Academy of Management AOM Meeting at the IMD Paper Development Workshop, in Atlanta, August 5-10, 2006 and in AIB 2006 Conference in the competitive session Track 7: Harnessing the power of Learning, Knowledge and Innovation, Beijing, 23-26 June 2006. Conference Proceedings.
- Som, A
Asakawa, K
2006 “Managing R&D Innovation in India and China” presented at the 3rd IEEE International Conference on Management of Innovation and Technology (ICMIT 2006), Singapore 21 – 23 June 2006. Conference Proceedings.
- Som, A
2006 “Sanofi-Synthelabo - Aventis: The French Connection of Mega Mergers” presented at the 2006 International Conferences in Management Sciences, Tamkang University, Taipei, Taiwan, 17th June, 2006. Conference Proceedings.
- Som, A
2006 “SHRM and Performance during Economic Liberalization in India” presented at the XIV Academy of Business & Administrative Sciences (ABAS) International Conference, Limassol, Cyprus, May 30-June 1, 2006. Conference Proceedings
- Asakawa, K
Som, A
2006 “Managing and Co-ordinating R&D in NE Asia” in R&D Conference – R&D Interplay in Northeast Asia: Global Corporate Strategy and Host Countries’ National Innovation System, Hosted by: Samsung Economic Research Institute, Seoul, February 24, 2006. Conference Proceedings.
- Som, A
2006 "Enabling Execution Excellence through Innovative HRM practices: The Emergence of Indian Firms in the Global Landscape" presented as Key Note Address at the Academic-Practitioner’s Forum in Track 2: Building Global Workforce, at the International HRM Confluence 2006 on “Enabling Execution Excellence, Global Concerns - Emerging agenda”, at Indian Institute of Science (IISc), Bangalore, India, February 15 -18, 2006. Conference Proceedings.

- Som, A
Asakawa, K
2005 "Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms" presented at the 7th Biennial Carnegie Bosch Institute for Applied Studies in International Management's International Conference on "Innovation and the Growth of the International Firm" in the Track - Developing Innovative Organizations, John Stopford, London Business School, September 8-10, 2005 in Stuttgart, Germany. Conference Proceedings.
- Som, A
2005 "How Dominant Logic Develops, Changes and Designs Organizations," presented at the 65th Annual Meeting of the Academy of Management AOM Meeting at the IMD Paper Development Workshop, in Honolulu, Hawaii August 5-10, 2005. Conference Proceedings.
- Som, A
2005 "Vodafone: Strategic Convergence through Technology" presented at the 2005 International Conference of the Global Business and Technology Association in Lisbon/Leiria, Portugal , July 12-16, 2005. Conference Proceedings.
- Som, A
2005 "Saint-Gobain: The Expansion Options" presented at WACRA® 2005, the 22nd International Conference on Case Method Research and Application hosted by Mendel University, Brno, Czech Republic, July 3-6, 2005. Conference Proceedings.
- Som, A
2005 "When the Past Moulds the Present: The Dynamics of Organizational Design", was accepted for presentation at the AIB 2005 Conference in Quebec City, Canada, 9-12 July 2005. Conference Proceedings.
- Som, A
2005 "LVMH: Managing the Paradox of Star Brands" presented at the 2005 International Conferences in Management Sciences, Tamkang University, Taipei, Taiwan, 18th June, 2005. Conference Proceedings.
- Som, A
2005 "Mahut Group: A Failed Case of HR response during Organizational Restructuring" presented at the 8th Conference on International Human Resource Management on "Making a Difference in a World of Differences" at Cairns, Australia , 14-17 June 2005. Conference Proceedings.
- Som, A
2005 "Leveraging Cultural Diversity for Business Growth" Invited speaker at Indore Management Association (IMA) National Management Convention 2005 (An Indo-French Joint Venture) on the Theme: Leadership For Growth @ Speed of Light, Indore, India, 18-19th February, 2005.
- Som, A
2004 "Innovative HRM Response by Corporates During India's Liberalization and Globalization" presented at the Fourth Asia Academy of Management Conference, Shanghai, China, Dec 16-18, 2004. Conference Proceedings.
- Som, A
2004 "Restructuring of a National Champion: The Case of Alstom" and "Carrefour: Conquer of Latin America" presented in North American Case Research Association, Sedona, Arizona, USA, Oct 7-9, 2004. Conference Proceedings.
- Som, A
2004 "Realignment of Human Resource Function: A Building-Materials Industry Case Study" presented at the 2004 Academy of Management Meeting, New Orleans, Louisiana, August 9-11, 2004.
- Som, A
2004 "Strategic response of a Japanese Joint Venture during India's Economic Liberalization" presented at the Competitive Paper Session at the 2004 AIB annual meeting, Stockholm, Sweden, July 10-13, 2004. Conference Proceedings
- Som, A
2004 "Organizational Redesign at BPCL: The Challenge of Privatization" presented at the 2004 Academy of Business & Administrative Sciences (ABAS) International Conference, Tallinn, Estonia, July 16-18, 2004. Conference Proceedings.

- Som, A
2004 "Evolution of Alstom: Challenges of the European Union" and "Mahut Group: Woes of Organizational Restructuring" presented at the 2004 Global Business And Technology Association (GBATA) International Conference, Cape Town, South Africa, June 8-12, 2004. Conference Proceedings.
- Som, A
2004 "Bracing MNC Competition through Innovative HRM practices: The Case of Indian Firms" has been accepted for presentation at the 2004 International Conferences in Management Sciences, Tamkang University, Taipei, Taiwan, 29th May, 2004. Conference Proceedings.
- Som, A
2003 "Renault: The Challenge of Restructuring" and "Challenges of Globalization at Lafarge" presented at the Mid West Academy of Management Conference, Minnesota, Minneapolis, April 29 - May 1, 2004.
- Som, A
2003 "Strategy Evolution at Lafarge" presented at the refereed stream of Business Policy and Strategy for the 17th Australia New Zealand Academy of Management (ANZAM) Conference, Freemantle, Western Australia, 2-5 December. Conference Proceedings
- Som, A
Bouchikhi, H
2003 "Adoption of Innovative HRD in Indian Companies" presented at the Second Asian Conference of the Academy of HRD on Human Resource Development in Asia: National Policy Perspectives to be held in Bangkok, Thailand, Nov 30-Dec 2. Conference Proceedings.
- Som, A
2003 "LAFARGE: Evolution of a French Cement Company to a Global Leader" presented at the Carnegie Bosch International Institute, Pittsburgh, USA, October 2-4. The article won an honorarium of \$1000 and reimbursement for travel and hotel expenses.
- Som, A
2003 "Organizational Redesign in France and India: Role of HRM in Action" presented at the Special Paper Session: Building Collaborative Knowledge and Wisdom: Building International Competitive Advantage Through HRM Strategies at the 2003 Academy of Management Meeting at Seattle, USA, 4-6 August.
- Som, A
2003 "Role of HRM During Organizational Change: A Comparative Study of Organizations In India And France" presented at EGOS 01: Standing Working Group: Comparative Study of Economic Organizations in Copenhagen 3 - 5 July.
- Som, A
Cerdin, J-L
2003 "Strategic Human Resource Management Practices: An Exploratory Survey of French Organizations" presented at the 7th conference on International Human Resource Management 2003, University of Limerick, Ireland, June 4-6.
- Som, A
2003 "Bracing Competition through Innovative HRM in Indian Firms: Lessons for MNCs" accepted for presentation at the 2003 International Conferences in Management Sciences, Taipei, Taiwan, 31st May and accepted for presentation at the 2003 Euro Asia Management Studies Association (EMASA) 20th Annual Conference, Stockholm University School of Business, Sweden, 22-25 October. Conference Proceedings.
- Som, A
2002 "Innovative Human Resource Strategies for Redesigning Organizations: Implications for Corporate Performance in the Context of India's Economic Liberalization" paper accepted at the *Third Conference, Asia Academy of Management in the 21st Century*, Bangkok, Thailand, Dec 12-14.
- Som, A
2002 "Professionalised HRD and Sustainable Performance in the Context of Economic Liberalization in India" paper presented at the *First Asian Regional Conference on Human Resource Development, Academy of Human Resource Development*, International, Indian Institute of Management, Bangalore, India, October 28-29.
- Som, A
2002 "Role of Human Resource Management during Organizational Redesign: Lessons from four case studies in India and France" " paper presented at the in *ANZAM/IFSAM VIth World Congress*, Gold Coast, Queensland, Australia, 10-13 July.

- Som, A
2002 Selected to attend and participate in the Doctoral workshop on “The Comparative Study of Organizations: Comparison Across Nations, Multinationals and Transnational Actors” *European Group of Organization Studies (EGOS) 18th Colloquium*, Barcelona, Spain, July 4-6.
- Som, A
2002 “France vs. India: Encounters in the Realm of Restructuring” paper accepted for presentation at the *IInd Annual Conference of the European Academy of Management (EURAM)*, Stockholm, Sweden, May 9 - 11.
- Som, A
2002 “Strategic Human Resource Capabilities for Restructuring Organizations” paper accepted for presentation at the *IInd Annual Conference of the European Academy of Management (EURAM)*, Stockholm, Sweden, May 9 - 11.

Unpublished Thesis

- Som, A
2002 “Role of Human Resource Management during Organizational Redesign”, Ph.D Thesis.
- Som, A
Jan, 1995 “Genesis of Ripple Development in Glacial Lakes: A Study from Talchir Sediments of Talchir-Gondwana Basin, M.Tech (Applied Geology) Thesis.
- Som, A
June 1993 “Stratigraphy & Sedimentation of Talchir Group in Talchir-Gondwana Basin, Sarang, Dhenkanol, Orissa”, M.Sc (Applied Geology) Thesis

Non-Refereed Articles

- Som, A Book Review of “Ethical Dimensions of Diversity” authored by Willie Edward Hopkins, Sage Publications, 1997 in *Vikalpa – The Journal for Decision Makers*, Vol. 23, No. 2, April-June 1998.
- Som, A Book Review of “Leadership: Theory and Practice” authored by Peter Guy Northouse, Sage Publications, 1997 in *Vikalpa – The Journal for Decision Makers*, Vol. 23, No. 4, Oct-Dec 1998.

RESEARCH

Research Interests

My current research interests are in role of strategy in shaping human resource practices in turbulent environment, managing change (M&A, Diversification, Alliances, Spin-Offs, New Product/Market), creation and evolution of organizational capabilities and performance specifically during organizational design (restructuring/reengineering), cross-cultural integration, drivers of managerial innovation and adoption of Strategic Human Resource Management practices in organizations, managing HR in R&D firms.

Project 1: Managing Innovation Globally: Challenges Facing India, China and Japan

Collaborating with Prof. Kazuhiro Asakawa, Keio Business School, Keio University, Japan

Project 2: Strategy, Corporate Governance and HR Interventions: Designing Next Generation Organizations

Project proposal under review by the European Union.

Project 3: Determinants of Post-Merger Integration Levels and Speed

Collaborating with Prof. Markus Venzin, Associate Professor, Bocconi SDA, Milan

Project 4: The drivers of managerial innovation: The adoption of Strategic Human Resource Management Practices in Indian companies

Project 5: Emerging HRM Strategies in response to Organizational Redesign – A Survey of French Organizations

Funding

2001 - A Research Grant of 3058 Euros was awarded by Center for Research, ESSEC for the research project on "Emerging HRM Strategies in response to Organizational Redesign – A Survey of French Organizations"

2002 – A Research Grant of 1900 Euros was awarded by Center for Research, ESSEC for the research project on "Managerial Innovation and Adoption of Emerging Human Resource Management Practices in India "

Teaching Cases / Notes based on Field Research

Studied organizations and undertook Case Studies on Business Strategy and HRM strategy in various industries like textile (Arvind Mills, India), chemical (Clariant Ltd, India), automobile (Maruti Udyog Ltd., Mahindra Tractors, India; Renault - France), media and entertainment (Star TV, ZEE TV, India, Canal Plus), petrochemicals (Bharat Petroleum, India), cement (Mehta Group - Sidhee and Saurashtra Cement, India; Lafarge, France), banking (State Bank of India, ICICI), heavy industry (Alstom), pharmaceuticals (Sanofi Synthelabo, Aventis), luxury (LVMH, L'Oreal), retail (Carrefour)...

Teaching Materials (Cases)

(All these Cases are available at European Case Clearing House) <http://www.ecch.com>

AF-KLM: RULING THE SKIES

Case Reference:308-109-1

TN Reference: 308-109-9

Key words: Aviation; Airlines; Alliances; Merger; Co-operation; National champions; Cross-border deals; Synergies; Frequent flier; Airbus; Boeing; Deregulation

CORONA BEER: FROM A LOCAL MEXICAN BRAND TO A GLOBAL PLAYER

Case Reference:308-110-1

TN Reference: 308-110-9

Key words: Beer industry; Strategy; Distribution channel; Marketing; Corona Extra; Autonomous business units; Corporate control; Family business; Heineken; FEMSA; Grupo Modelo

MITTAL STEEL: MANAGING CONSOLIDATION

Case Reference:308-111-1

TN Reference: 308-111-9

Key words: Globalization; Industry consolidation; Steel; Growth; Emerging markets; M&A (mergers and acquisitions); Corporate governance; Management style; Culture; Family business; Arcelor; Indian entrepreneur; Integration; Turnaround; Emerging MNCs (Multinational corporations)

MITTAL STEEL: THE BID

Case Reference:308-108-1

TN Reference: 308-108-9

Key words: Industry consolidation; Emerging MNC (multinational corporation); Growth; Globalization; M&A (mergers and acquisitions); Hostile bid; National champions; Corporate governance; Culture; Family business; Steel; Synergy; Integration; Family business; Role of state

ADITYA BIRLA GROUP: REDESIGNING TO BECOME A FORTUNE 500 COMPANY

Case Reference:306-517-1

Japanese Translation:J306-517-1

TN Reference:306-506-8

Key words: Diversified; Conglomerate; Family business; Liberalization; Internationalization; Consolidation; Transformation; Redesign; Change; Restructuring; Culture; Management style; Multinational corporation (MNC); Pilani; India.

ICICI BANK: PATH TO GLOBALIZATION

Case Reference:306-507-1

TN Reference:306-506-8

Key words: New entrant; Late mover; Competition; Core competency; Competitive advantage; International expansion; Leadership; Organisation structure; Competitive strategy; Emerging country; Technology; Innovation; India; NRI (non-resident Indian); Rural.

LAFARGE (B): LOOKING TO THE FUTURE

Case Reference: 306-518-1

Key words:CEO succession; Portfolio restructuring; Organisational restructuring; Change; Internationalisation; Industry consolidation; Strategy; Growth; Emerging country; Albert Frere; Building materials; Cement industry; Holcim; China; India.

***LAFARGE: EVOLUTION OF A FRENCH CEMENT COMPANY TO A GLOBAL LEADER
(*Award Winner at the Carnegie Bosch International Institute Conference, Pittsburgh, USA, 2003**)**

Case Reference: 304-019-1

TN Reference: 305-019-8

TN Software Reference:305-019-89

LAFARGE VIDEO: INTERVIEW OF BERTRAND COLLOMB, CHAIRMAN OF LAFARGE

Video Reference:304-019-3

Key words : Internationalization; Managing global corporations; Strategy; Transnational; Change; Restructuring; Culture; Co-ordination ; Human Resource ; Building materials and the cement industry; France.

TECHNICAL NOTE (A): OVERVIEW OF THE GLOBAL LUXURY INDUSTRY

Technical Note Reference: 306-511-6

Key words: Luxury; Brands; Competition; Italy; France; Moet Hennessy-Louis Vuitton (LVMH); Richemont; Pinault-Printemps-Redoute (PPR); Gucci; Chanel; Burberry; Swatch; Hermes; L'Oreal.

TECHNICAL NOTE (B): LUXURY INDUSTRY IN EMERGING MARKETS (INDIA AND CHINA)

Technical Note Reference: 306-512-6

Key words: Luxury; Brands; Market size; Middle-class; Retail; India; China; Russia.

TECHNICAL NOTE (C): ISSUES OF LUXURY INDUSTRY IN EMERGING MARKETS

Technical Note Reference: 306-513-6

Key words: Luxury; Brands; Old and new luxury; Luxury to mass luxury; Counterfeit; Grey market.

CARREFOUR KOREA: NOT READY FOR KIMCHI

Case Reference: 306-506-1

TN Reference: 306-506-8

Key words: Upscale retail industry; Specifications; Localisation; Middle-class; Discount retail stores; Point-card system; Local adaptation; Failure; Korea; Growth; Entry; Mass consumption; Pre-occupation of sites.

AIRBUS AND BOEING: INNOVATING RISK OF TECHNOLOGY TRANSFER

Case Reference: 306-515-1

TN Reference: 306-515-8

Key words: Strategy; Competition; Demand and supply; Transfer; Risk; Technology; Hub-to-hub; Point-to-point; Guanxi; Bargaining; Role of the State; Planes; Key success factors; Negotiation; China.

IS GOOGLE LOSING ITS SOUL IN CHINA?

Case Reference: 706-051-1

TN Reference: 706-051-8

Key words: Search engine; Internet; Censorship; Freedom of information; Entry strategy; Ethical dilemma; Multinational company (MNC); China; Role of State; Protectionism; State intervention; Firewall; Service providers.

THALES GROUP: INNOVATING R&D

Case Reference: 306-514-1

TN Reference: 306-514-8

Key words : Core activities; Core competencies; Dual technologies; Multi-domestic; Global learning; Network; Integrated solutions; Joint venture (JV); Tertiariation; Strategy; Transnational; Meta-national; Role of state; Ethics; Piracy.

VOLKSWAGEN IN CHINA: RUNNING THE OLYMPIC MARATHON

Case Reference: 306-516-1

TN Reference: 306-516-8

Key words: Strategy, Competition, Internationalization process, Taxi-strategy, MNC, Entry, China.

RESTRUCTURING OF CANAL PLUS: BEGINNING OF A NEW ERA

Case Reference: 305-446-1

TN Reference: 305-446-8

Key words: Restructuring; Turnaround; Strategy process; Co-ordination; Alignment; Strategic HR (human resources); Pay-TV; TV channels; Media; Vivendi Universal; France

VODAFONE: OUT OF MANY ONE

Case Reference: 304-625-1

TN Reference: 305-625-8

Key words: Managing a global corporation, globalization, growth strategy, acquisition, integration, core competency, competitive strategy, synergies, global co-ordination, leadership, Arun Sarin, value-added service, mobile phone market, mobile phone operator, average revenue per user (ARPU), telecommunication industry.

TECHNICAL NOTE ON THE TELECOMMUNICATION INDUSTRY

Reference: Technical note 304-625-6

Key words: Value-added service, mobile phone market, mobile phone operator, average revenue per user (ARPU), telecommunication industry.

SAINT GOBAIN: THE EXPANSION OPTIONS IN EMERGING MARKETS

Case Reference: 204-192-1

TN Reference: 204-192-8

Key words: India, China, Glass Industry, Emerging Country, Strategy, Growth, Expansion

SANOFI SYNTHELABO-AVENTIS (A): THE FRENCH CONNECTION OF MEGA MERGERS

Case Reference: 304-273-1

TN Reference: 305-192-8

Key words: Managing Global Corporations, Industry analysis, M&A, Megamergers, Takeovers, Hostile bid, Defense Strategy, White knight, Global strategy, Synergy, Product pipe-line analysis, Post-merger integration, Globalization, Internationalization, Pharmaceuticals industry, National Champions, European Union, France.

LVMH: MANAGING THE MULTI-BRAND CONGLOMERATE

Case Reference: 304-274-1

TN Reference: 305-274-8

Key words: Managing the global conglomerate, decentralized organization, M&A, synergy, organic growth, competition, multi-branded strategy, star brands, brand management, portfolio management, international management, global operations, leadership, Bernard Arnault, luxury goods, France

CARREFOUR CHEVERE! *Award Winning Case

Case Reference: 304-275-1

TN Reference: Case 304-275-8

Key words: Managing Global Corporations, Transnational Strategy, International Marketing, Cultural Influence, Mass Consumption, Private Labels, Local Responsiveness, Growth, Adaptation, Promotional Campaigns, Retail Industry, Food, France, Latin America, Colombia

EVOLUTION OF ALSTOM: ROLE OF THE FRENCH STATE

Case Reference: 204-021-1

TN Reference: 204-021-8

Key words : Competitive advantage of nations; Role of state; French business environment, French engineering company; Alstom; France

RENAULT: THE CHALLENGE OF RESTRUCTURING

Case Reference: 404-013-1

TN Reference: 404-013-8

Key words: Internationalization, Managing Global Corporations, Redesigning Organizations, Restructuring, Strategy, Change, Culture, 35 hours work, Strategic Human Resource Management, Leadership, Automobile industry, France

MASUKI LIMITED: CHALLENGE OF REDESIGN OF A JAPANESE JV IN INDIA

Case Reference: 404-007-1

Key words: Restructuring; Redesign; Liberalization; Privatization; Indian automobile industry; Change; Cross-culture integration of Indian and Japanese management practices; Co-ordination; Integration; Differentiation; Strategic Human resources; India

TECHNICAL NOTE ON JAPANESE MANAGEMENT PRACTICES

Reference: Technical Note 404-007-6

Key words : Restructuring; Redesign; Liberalization; Privatization; Indian automobile industry; Change; Cross-culture integration of Indian and Japanese management practices; Co-ordination; Integration; Differentiation; Strategic Human resources; India

ORGANIZATIONAL REDESIGN AT BPCL: THE CHALLENGE OF PRIVATIZATION

Case Reference: 404-006-1

TN Reference: 404-006-8

Key words: Restructuring; Redesign; Privatization; Liberalization; Industry transformation; Indian oil industry; Strategy; Change; Culture; Co-ordination; Integration; Differentiation; Strategic Human Resources; India

Cases (In Progress)

- ✂ Bollywood + Teaching Note
- ✂ France Telecom + Teaching Note
- ✂ Armani + Teaching Note
- ✂ Coach + Teaching Note
- ✂ L'Oral + Teaching Note
- ✂ Penrod Ricard + Teaching Note

Achievements

- June 2009:* Winner of EFMD 2008 Case Writing Competition for the Case: **Aditya Birla Group: Redesigning to become a Fortune 500 company** in the category of Indian Management Issues and Opportunities.
- 30 March 2009:* Shortlisted within the top 10 articles in **Prix Académique Syntec Conseil en Management**, in the category: Management/HR/Organisation for the Article: "What drives adoption of innovative HRM practices in Indian organizations?"
- Dec 2007:* Best Educator Award, Cambridge
- Nov 2008 & 2009:* Marquis Who's Who of the World
- Oct 2004:* The Case "Carrefour: Conquer of Latin America" was judged the Second Best Case written by a writer from outside the United States in the North American Case Research Association Conference, Sedona, Arizona, USA, Oct 7-9, 2004.
- Oct 2003:* "Runner up" for Hendrik Casimir Award for his essay titled: "Increasing the Entrepreneurial Spirit of R&D". The Hendrik Casimir Award is given every year by The European Industrial Research Management Association (EIRMA). Was invited to attend the Round Table Meeting on the topic: Strengthening the Entrepreneurial Spirit of R&D held in Paris on October 15, 2003.
- Oct 2003:* "LAFARGE: Evolution of a French Cement Company to a Global Leader" has been accepted for presentation at the Carnegie Bosch International Institute, to be held in Pittsburgh, USA, October 2-4. The article won an honorarium of \$1000 and reimbursement for travel and hotel expenses.
- Sept 2000 - Feb 2001:* Selected for the prestigious IIM Ahmedabad Doctoral Institutional Exchange Program (one doctoral student per year) with ESSEC Business School, Paris for a period of six months on a cross-cultural study of two organizations in the automobile and cement industry in France
- July 1997 - Mar 1999:* Was within the top 25 % of the Batch of MBA students at Indian Institute of Management, Ahmedabad, India
- 25-27 May 1999:* Winner of 29th McKinsey Wings of Excellence Award at the International Management Symposium on 'New Markets, New Technologies, New Skills' at University of St. Gallen, Switzerland for my essay on "The Power of Imagination – An Indian Scenario".
- 9 -10 April, 1999:* Was given the Best Research Proposal Award (INR 50,000), 1999 by Aditya Birla (India) Center at the London Business School, London, held at Indian Institute of Management, Calcutta. The topic of the research proposal was "Emerging Human Resource Strategies in Response to Organizational Restructuring".
- 1993-1995:* National Scholarship, Government of India, for higher education (MTech) in Applied Geology at IIT Kharagpur.
- 1991:* Secured second position in the All India Entrance Examination for the Indian Institutes of Technology for Post - Graduate Studies
- 1991-1992:* National Scholarship, Government of India, for outstanding performance in B.Sc. III Year Examination.
- 1990:* Late Swapan Saha Memorial Prize, for securing first position in BSc. Ist Year Examination.

TEACHING AND SUPERVISION

Teaching Experience

- Executive Education: Co-ordinator of the module "*Managing the Global Corporation*" at the Executive MBA program at ESSEC Management Education, CNIT, La Defense Campus, Paris. Intervened on topics relating to International Strategy, Organization Design, International HR, Post-merger integration, Cross-cultural issues in organizations such as Caisses d'Epargne, Canal Plus, Lafarge, L'Oreal, LVMH, Renault, Vodafone, Philips, Faurecia, France Telecom and others. Intervened in the program "International and Cross-cultural Management" for middle-management executives of Norwegian Business School, speaking on "French Management Elites: The Indian Perspective".
- Taught during Visiting Research tenure at the MBA program of Graduate School of Business Administration, Keio University, Tokyo and at the Department of Management Sciences and Decision Making, Tamkang University, Tamshui, Taipei Hsien, Taiwan, R.O.C.
- Teaching *International Strategy & Management (STMS31160)*, *Management of Organizations / Organization Theory (STMS 31270)*, *Strategy and Management (STMS31112)* and *Strategic Human Resource Management (Seminar Course)* at ESSEC MBA Program, ESSEC Masters Program (Agri-Food), Executive Management Program, ESSEC, La Defense and other programs.
- Coordinated and assisted Professor Pradip Khandwalla in two management development programs, consecutively for two years (1998 & 2000) at IIM Ahmedabad. The programs were for CEOs and top management on "Management of Excellence" and "Creativity and Innovational Excellence".

Supervision

- Doctorat Supervision: Anh Mai (Co-Director with Prof. Laurent Bibard)
- **Masters Thesis**
 - BEAUXIS, Thierry (2002). "*Studying Growth Opportunities of Rhodia Food in Russia*" M.S – IMIA. (Internship with Rhodia Foods).
 - DEFAUT, Emeline (2002). "*Enlargement of the EU and its Impact on the Food Industry*". M.S – IMIA. (Internship with Nestlé France-Export Department)
 - VANDEWALLE, Julien (2003). "*Winning in Recession*". M.S-Marketing Management (Internship as Marketing Analyst with DELL).
 - REZBAEVA, Dilara (2003). "*IT Outsourcing in Western Europe As a Foremost Strategic Business Decision: Why Do The Companies Opt For It?*" M.S – SIAI (Stratégie et Ingénierie des Affaires Internationales) (Internship with Vanguard Managed Solutions).
 - MEISSONNIER, Germain (2003). "*Impact du changement de systèmes d'information sur l'organisation*" M.S – SIAI (Stratégie et Ingénierie des Affaires Internationales) (Internship with Eurogroup Consultants).
 - MAES, Edouard (2003). "*Marketing and Innovation: The Stakes of New Product Development at McCormick*" M.S- IMIA (Internship with European Innovation Team, McCormick, UK,).
 - PARRE, Frédéric (2003). "*Business Case of the CAT Transformation Plan*" M.S – SIAI (Internship with Consulting Services, Cap Gemini Ernst & Young).
 - RAVANAS, Francois (2004). "*Strategy of Asset Optimization and Investment in Lafarge*" M.S – SIAI (Stratégie et Ingénierie des Affaires Internationales)
 - TALEB, Sofiane (2004). "*Honeywell Aerospace Strategic Elements*". M.S – SIAI
 - SCHWACH, Carole (2004). "*Relationship between Research and Marketing – In the product innovation process within a high tech company*" M.S – SIAI
 - PAGES, Vincent (2004). "*The drivers of competitive advantage in the wine industry: The Case of Moet Hennessy Asia Pacific*". M.S – SIAI
 - BENOIT, Martineau (2004). "*Role of regional support platform in the organization of a MNC: Example of a Pharmaceutical company in South East Asia*" M.S – SIAI
 - CERCEAU, Agathe (2004). "*Galileo: Between dream and reality – Challenges of a gigantic project*" M.S – SIAI

- CAMARET Gilles (2004). “*Fertilizers: Strategy 2004 Technip Industries*” M.S – SIAI
- MITHA Richard (2005). “*Creation of a Sales Strategy to Target Mobile TV in South East ASIA*” M.S – SIAI.
- LEMESLE Aymeric (2005). “*Stake Out A Winning Position In The Carbon Emissions Market*” M.S – SIAI.
- HOTEIT Abed Elmonem (2005). “*Sarbanes-Oxley: Section 404 and its application*” M.S – SIAI.
- BOTAYA Laurent (2006). “*Competitive Intelligence in a Multinational manufacturing company*” MS – SIAI.
- d'ARFEUILLE Francois (2006). “*Indian IT Services to Go Global*” MS – SIAI.
- WANG Haiyan (2007). “*Strategic Development of Caramax*” M.S – SIAI.
- Johanna Hariri (2007). “*Implantation de FOXLIFE in France*” M.S – SIAI.
- Serj.Massaad (2007). Organization Development Analyst, Organization, Strategy, and Procedures Department (OSP), Byblos Bank Group, Beirut. M.S – SIAI.
- Rohini Balasubramanian (2007). Strategy of Thales Group. M.S – SIAI.
- Carolina Leonmoreno (2007). Lafarge Aggregates. M.S – SIAI.
- Joseph.Leveque (2008). Lafarge Strategy in China. M.S – SIAI.