

## CURRICULUM VITAE

**Mohan Subramaniam**

The Wallace E. Carroll School of Management  
Boston College  
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### EDUCATION

DBA (Management Policy)	Boston University
MBA	Indian Institute of Management, Bangalore.
B.Tech (Elec. Eng.)	M.S. University, Baroda, India

### AWARDS & DISTINCTIONS

- Awarded the Temple University/Academy of International Business Best Paper Award at the Academy of International Business Meetings San Diego (2009).
- Awarded a research grant from Novell Corporation (of \$ 270,000) to study the evolution of open standards in the software industry (2006).
- Awarded the "Doug Nigh Memorial Best Paper Award" at the Academy of Management Meetings (2005).
- Finalist in the "Best Paper Award Competition", Academy of Management Meetings, International Management Division (2005).
- Awarded the "Best Theoretical/Empirical Paper" Prize at the 35th Annual Meeting of the Decision Sciences Institute (2004).
- Awarded a Faculty Fellowship (2002) and a Research Incentive Grant (2004) at Boston College.
- Awarded an Honorable Mention in the SMS/McKinsey Best Conference Paper Competition at the 1998 Strategic Management Conference, Orlando.
- Doctoral dissertation funded by the *National Science Foundation* Grant No. SBR 9422284 (1997).
- Doctoral dissertation funded by a grant from the *Carnegie Bosch Institute* on "*Knowledge in International Corporations*" (1996).
- Doctoral dissertation proposal selected as a finalist in the INFORMS dissertation proposal competition (1996).
- Doctoral dissertation awarded the Richard D. Irwin Foundation fellowship for 1995-96.

## PUBLICATIONS IN REFEREED JOURNALS

- McIntyre, D. and Subramaniam, M. 2009. "Strategy in Network Industries: A Review and Research Agenda". *Journal of Management*. 35(6) 1494-1517.
- Tieying Y., Subramaniam, M., and Cannella, A. 2009. "Rivalry deterrence in global markets: Contingencies governing the mutual forbearance hypotheses." *Academy of Management Journal*. 52 (1): 127-147.
- Subramaniam, M. 2006. "Integrating knowledge across borders for transnational new product development capability" *Journal of Product Innovation Management*. 23: 541-555.
- Subramaniam, M. and Watson, S. 2006. "How interdependence affects subsidiary performance". *Journal of Business Research*. 59 (8): 916-924.
- Subramaniam, M. and Youndt, M. A. 2005. "The influence of intellectual capital on the types of innovative capabilities". *Academy of Management Journal*. 48(3): 450-464.
- Subramaniam, M. and Hewett, K. 2004. "Balancing standardization and adaptation for product success in international markets: Testing the influence of headquarters-subsidiary contact and cooperation". *Management International Review*. 44 (2): 171-194.
- Ettl, J.E. and Subramaniam, M. 2004. "Changing strategies and tactics for new product development". *Journal of Product Innovation Management*. 21: 95-109.
- Youndt, M., Subramaniam, M., and Snell, S. 2004. "Intellectual capital profiles: An examination of investments and returns". *Journal of Management Studies*. 41(2): 335-362.
- Subramaniam, M. and Venkatraman, N. 2001. "Determinants of transnational new product development capability: Testing the influence of transferring and deploying tacit overseas knowledge". *Strategic Management Journal*. 22 (4): 359-378.
- Subramaniam, M., Rosenthal, S.R., and Hatten, K.J. 1998. "Global new product development processes: Preliminary findings and research propositions". *Journal of Management Studies*, 35(6): 776-796.

## INVITED BOOK CHAPTERS

- Venkatraman, N. and Subramaniam, M. (2002) "Theorizing the future of strategy: Questions shaping strategy research in the knowledge economy". In the *Handbook of Strategy and Management*. Chapter 20. Pettigrew, A.M., Thomas, H. and Whittington, R. (eds.) Sage Publications, U.K.
- Subramaniam, M. and Venkatraman, N. (1999) "The influence of leveraging tacit overseas knowledge on global new product development capability: An empirical examination" in Hitt, M., Clifford, P., Nixon, R., and Coyne, K., (eds.) *Dynamic Strategic Resources: Development, Diffusion and Integration*. Chapter 15. pp. 375-401. Sussex: John Wiley & Sons Ltd.

## MANUSCRIPTS UNDER REVIEW IN REFEREED JOURNALS

- Yu, T., Subramaniam, M. and Cannella, A. "Competing globally, allying locally: Host country factors and alliances between global rivals". First revision under review at the *Journal of Business Studies*.
- Meyer, J. and Subramaniam, M. "Appropriating innovation's technical value: Examining the influence of exploration." Under review in the *Journal of Business Research*.
- Ernst, H., Subramaniam, M., and Dubiel, A. "Leaving the home turf: International orientation, its antecedents and impact on innovation". Under review in the *Journal of International Business Studies*.

## PUBLICATIONS IN CONFERENCE PROCEEDINGS

- Tiejing Yu and Subramaniam, M. (2005). Rivalry deterrence in global markets: Contingencies governing the mutual forbearance hypotheses. *Best Paper Proceedings, 2005 Academy of Management Meetings, Honolulu, International Management Division*.
- Subramaniam, M. and Youndt, M. A. (2004). "The influence of intellectual capital on the types of innovative capabilities". *Proceedings, 2004 Decision Sciences Institute Meeting, Boston*.
- Meyer, J. and Subramaniam, M. (2004) "Appropriating innovation's technical value: Examining the influence of exploration". *Best paper proceedings, 2004 Academy of Management Meetings, New Orleans, Technology and Innovation Management Division*.
- Watson, S. and Subramaniam, M. (2002) "Managing interdependence in multinational companies: a configurational approach". *Best paper proceedings, 2002 Academy of Management Meetings, Denver, International Management Division*.
- Dougherty, D., Munir, K. and Subramaniam, M. (2002) "Managing technology flows in practice: A grounded theory of sustained innovation". *Best paper proceedings, 2002 Academy of Management Meetings, Denver, Technology and Innovation Management Division*.
- Subramaniam, M., Rosenthal, S.R., and Hatten, K.J. (1996) "Global new product development Processes: Preliminary findings and research propositions". *Electronic Best Paper Proceedings, 1996 Academy of Management Meetings, Cincinnati, International Management Division*.
- Rosenthal S.R. and M. Subramaniam (1994) "Why is Global New Product Development Different?" *Proceedings of the Goldring Institute Symposium on Emerging Paradigms in Globalizing Technology, Manufacturing and Service Operations, Tulane University, New Orleans*.
- Subramaniam, M. and P. VanderWerf (1993) "Determinants of Success in the Concrete Block Pre-Insulation Industry", *Frontiers of Entrepreneurship Research*, (10) 132-146.

- Dant, P.R., L. Wortzel and M. Subramaniam (1992) "Exploring the Relationship between Autonomy and Dependence in Franchised Channels of Distribution", *Franchising: Passport for Growth & World of Opportunity*, (1) 1-33.

## TEACHING CASES

1. *The Pre-insulated Concrete Block Industry in 1992* (#93-07A), (Serves as an industry note for following three company cases).
2. *Insul Block Corp.* (#93-07B), with Pieter VanderWerf.
3. *ThermaLock Products, Inc.* (#93-07C), with Pieter VanderWerf.
4. *Korfil, Inc.* (#93-07D), with Pieter VanderWerf (The above three are company cases dealing with issues of competing in uncertain environments and managing innovation)
5. *Japan: Post War Strategy* (Describes the economic and political environment in Japan during the post war era and enables discussion of the reasons for the success of the Japanese economy)

These teaching cases were used in both the MBA and executive MBA programs of Boston University.

## PRESENTATIONS IN NATIONAL AND INTERNATIONAL CONFERENCES

- Ernst, H., Subramaniam, M. and Dubiel, A. (2010). "Integration of international market information in new product development - a stage-specific review". Academy of International Business, Rio de Janeiro
- Yu, T., Subramaniam, M. and Cannella, A.B. (2009). "Competing globally, allying locally: Host country factors and alliances between global rivals". *Academy of International Business*, San Diego.
- Ernst, H., Subramaniam, M. and Dubiel, A. (2009). "International Orientation: Antecedents and Outcomes for Innovation. *Academy of Management Meetings*, Chicago.
- Subramaniam, M. and Nag, Rajiv. (2008). Re-visiting the Efficiency-Responsiveness Framework: What is different about MNCs from Emerging Economies? *Strategic Management Society*, Hyderabad.
- Subramaniam, M. Youndt, M.A. and Skaggs, B. (2006). "The prevalence and performance impact of incremental, radical and architectural innovative capabilities: Are they different for manufacturing and service firms?" Invited paper in a symposium on innovation in service industries. 2006 *Academy of Management Meetings*, Atlanta.
- Tying Yu and Subramaniam, M. (2005). "Rivalry deterrence in global markets: Contingencies governing the mutual forbearance hypotheses." Presented at the 2005 *Academy of Management Meetings*, Honolulu.

- Meyer, J. and Subramaniam, M. (2004) "Appropriating innovation's technical value: Examining the influence of exploration". Presented at the *2004 Academy of Management Meetings*, New Orleans.
- Subramaniam, M. and Youndt, M. (2003) "Determinants of innovative capabilities: The influence of intellectual capital on incremental, radical and architectural innovative capabilities". Presented at the *Strategic Management Society Conference*, Baltimore.
- Subramaniam, M. and Watson, S. (2003) "The influence of interdependence on subsidiary performance". Presented at the *Academy of International Business Conference*, Monterrey, California.
- Watson, S. and Subramaniam, M. (2002) "Managing interdependence in multinational companies: A configurational approach". Presented at *the Academy of Management Meetings*, Denver, International Management Division.
- Dougherty, D., Munir, K. and Subramaniam, M. (2002) "Managing technology flows in practice: A grounded theory of sustained innovation". Presented at the 2002 *Academy of Management Meetings*, Denver, Technology and Innovation Management Division.
- Dougherty, D., Munir, K. and Subramaniam, M. (2001) "Managing the flows of Organizational Technology For Ongoing Innovation". Presented at the 2001 *INFORMS Conference*, Miami, Florida.
- Subramaniam, M. and Hewett, K. (2001) "Balancing standardization and adaptation for product performance in international markets: Testing the influence of headquarters-subsidiary contact and cooperation". Presented at the *Academy of Management Meetings*, International Management Division, Washington D.C.
- Subramaniam, M. (2001) "Integrating knowledge across borders for transnational new product development capability". Presented at the *Academy of Management Meetings*, Business Policy Division, Washington D.C.
- Youndt, M., Subramaniam, M., Snell, S. and Golden, T. (1999) "Intellectual capital profiles: An examination of investments and returns". Presented at the *Academy of Management Meetings*, Business Policy Division, Chicago, and at the *Strategic Management Conference*, Berlin.
- Subramaniam, M. (1999) "Balancing standardization and adaptation of global products: An empirical examination from a knowledge integration perspective". Presented at the *Academy of Management Meetings*, Business Policy Division, Chicago, and at the *Strategic Management Conference*, Berlin.
- Subramaniam, M. and Venkatraman, N. (1998) "The influence of leveraging tacit overseas knowledge on global new product development capability: An empirical examination". Presented at the *Strategic Management Society Conference*, Orlando.
- Subramaniam, M. and N. Venkatraman (1998) "Leveraging expertise for differential capabilities: The case of organizational routines for global new product development capability". Presented at the *Academy of Management Meetings*, Business Policy Division, San Diego.

- Subramaniam, M. and N. Venkatraman (1997) "Routines for leveraging knowledge across borders for global new product development capability: An empirical examination". Presented at the 1997 *Rome Conference of the Carnegie Bosch Institute* and at the 1998 *Academy of Management Meetings*, Business Policy Division, San Diego.
- Subramaniam M. (1996) "Global new product development capability: Routines and processes for creation, transfer and deployment of knowledge across borders". Presented at the *Academy of Management Meetings, Cincinnati, Business Policy & Strategy Division*.

## PROFESSIONAL AFFILIATIONS

Member of the Academy of Management  
Member of the Strategic Management Society  
Member of the Academy of International Business

## EDITORIAL BOARDS AND REVIEWING

Guest Editor *Journal of Product Innovation Management* for Special Issue on "Innovations for and from emerging markets"

Member of the Editorial Board of *Journal of Management*

Ad hoc Reviewer for:

*Strategic Management Journal*

*Academy of Management Journal*

*Management Science*

*Organization Science*

*Journal of International Business Studies*

*Journal of Management Studies*

*Information Systems Research*

*Journal of Business Research*

*Management International Review*

## PRESENTATIONS IN RESEARCH SEMINARS

Mentor Faculty at the Strategic Management Society Workshop on Emerging Markets, Kolkatta, India 2011

Invited Speaker in the Marketing and Technology and Operations Management Seminar Series, **Harvard Business School**: "Integrating cross-border knowledge for transnational new product development capabilities".

Invited Speaker in Seminar Series, DuPree School of Management, Georgia Institute of Technology:  
"The influence of intellectual capital on the types of innovative capabilities".

## INTERNATIONAL VISITING POSITIONS

Visiting Professor at:

The American College of Greece, Athens, Greece (2004 and 2005)  
The Robert Schumann University, Strasbourg, France (2005)  
Johannes Kepler University, Linz, Austria (2005, 2009, 2011)  
MCI Management Center, Innsbruck, Austria (2009, 2011)  
Universität Erlangen-Nürnberg, Nuremberg, Germany (2010, 2011)  
WHU Otto Beisheim School of Management, Germany (2011)  
HHL School of Management, Leipzig, Germany (2011)

## TEACHING EXPERIENCE

Boston College  
Assistant Professor            2000 -2005  
Associate Professor            2005 onwards

Presently teaching courses in strategic management and global strategy in the undergraduate, full time and evening MBA programs.

University of Connecticut 1998-2000  
Assistant Professor

Taught the capstone strategy course in the undergraduate, MBA and Executive MBA programs.

Boston University            1992-1997 (along with being a doctoral student)  
Lecturer

Taught the capstone strategy course in the undergraduate, full time and evening MBA programs. Taught an introductory course in Managerial economics in the full time and evening MBA programs.

## CONSULTING ASSIGNMENTS AND EXECUTIVE EDUCATION

- Conducted seminars on strategic management with senior and middle level executives at
  - Hamilton Sunstrand
  - Nextel
  - General Motors
  - New Balance
  - Voestalpine, Austria
  - Telekom Austria, Austria
- Taught in programs involving Carroll School of Management's collaboration with European MBA programs (BC-LIMAK and BC-MCI).

## SERVICE CONTRIBUTIONS AT BOSTON COLLEGE

- Chair of Global Management Specialization for Graduate Programs
- Chair of committee for overview/overhaul of strategy offerings for the Full-time MBA program
- Member of Ph.D. Committee
- Chair of mentoring committee for junior faculty
- Co-chair of the Teaching Committee initiating programs to enhance the teaching culture at Boston College
- Chair of the EPC committee overseeing additions/modifications to the curriculum at the Carroll School of Management.
- Member of a Research Task Force appointed by the Dean of the school to recommend how to shape the research culture of the Carroll School of Management.
- Member of John Meyer's (Organization Studies Department) doctoral dissertation committee.
- Chaired a special programs task force for recommending initiatives for improving Carroll School of Management's reputation in the international dimension.
- Member of a special programs sub-committee for Carroll School of Management's strategic planning.
- Member of a committee to examine the feasibility of and recommend a plan for an MS in Service Management.
- Organized and ran the Research Work-In-Progress Series at the Carroll School of Management for three years.
- Co-organized a conference on Innovation (with John Ettlíe) at the Carroll School of Management for two years (2003 and 2004) inviting and getting participation of scholars from several schools (including, Babson College,

Boston University, Harvard Business School, Indiana University, London Business School, NYU, Northeastern University, Rochester Institute of Technology, RPI, and the University of Texas, Austin).

- Lead MBA students for the International Management Experience course to Europe (2003 and 2004).
- Regularly served in the panel of judges for the full-time MBA Business Plan and Diane-Weiss competitions.

## **INDUSTRY EXPERIENCE**

### **Branch Manager at BPL INDIA (A subsidiary of Sanyo, Japan). 1987-1990**

Headed an office with 40 people and sales of \$ 50 Million. Was responsible for setting up and managing a sales and distribution network for consumer durables and industrial products. Crafted out and implemented strategies to achieve market leadership in the region.

### **Executive-Marketing Services at Bundy Tubing, India. 1986-1987**

Designed promotional strategies for a set of new products being launched.

### **Sales Engineer at Voltas India. 1983-1986**

Was responsible for promotion and sales of industrial products in the energy sector.

### **Design Engineer at Asea Brown Boveri. 1980-1981**

Developed and designed new electronic relays.