

## CURRICULUM VITAE

### **Mohan Subramaniam**

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

<b>DBA (Management Policy)</b>	<b>Boston University</b>
<b>MBA</b>	<b>Indian Institute of Management, Bangalore.</b>
<b>B.Tech (Elec. Eng.)</b>	<b>M.S. University, Baroda, India</b>
<b>Current Position:</b>	<b>Associate Professor of Strategy Carroll School of Management Boston College</b>

### Research Interests:

My research interests intersect three broad domains: global strategy/management of multinationals, strategic management of knowledge and innovation, & digital strategy/ecosystems. Many of my studies integrate frameworks across these domains, such as knowledge flows in multinationals, innovation in emerging markets, or competing in global ecosystems. My current research focus is on building new strategic frameworks for digital ecosystems, how products can compete as platforms and how legacy firms can embrace digital transformation.

### 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

- Subramaniam, M. and Piskorski, M.J. (forthcoming) “Competing in a platform world” *MIT Sloan Management Review*.
- Kopalle, P.K., Kumar, V., and Subramaniam M. (2019) “How legacy firms can embrace the digital ecosystem via digital customer orientation”. *Journal of the Academy of Management Sciences*. (): 1-18.
- Subramaniam, M. and Rajagopal, R. (2019) “Learning from Chinese Digital Disruptors”. *MIT Sloan Management Review* (Digital).
- Subramaniam, M., Iyer, B., and Venkatraman, N. (2019) “Competing in Digital Ecosystems”, *Business Horizons*. 62: 83-94.
- Iyer, B. and Subramaniam, M. (2018) “IBM’s new Battle in the Cloud”, *MIT Sloan Management Review* (Digital).
- Dubiel, A., Banerjee, S., Ernst, H., Subramaniam, M. (2018) “International-market-information use across new-product-development stages: Antecedents and performance implications” *International Marketing Review*. 35 (5), 760-784
- Iyer, B., Subramaniam, M. and Rangan, U.S. (2017) The Next Battle in Antitrust will be About Whether One Company Knows Everything About You. *Harvard Business Review Digital Article*, July.
- Subramaniam, M., Iyer, B. and Kane, G.C. (2016). Mass Customization and the Do-it-yourself Supply Chain. *MIT Sloan Management Review Digital Article*, April.
- Iyer, B. and Subramaniam, M. (2015) The Strategic Value of APIs. *Harvard Business Review Digital Article*, January.
- Iyer, B. and Subramaniam, M. (2015) Are you using APIs to gain Competitive Advantage? *Harvard Business Review Digital Article*, April.
- Iyer, B. and Subramaniam, M. (2015) Corporate Alliances Matter Less thanks to APIs. *Harvard Business Review Digital Article*, June.
- Subramaniam, M. Ernst, H. and Dubiel, A. (2015). “From the Special Issue Editors: Innovations for and from Emerging Markets” *Journal of Product Innovation Management*. 32 (1), 5-11.

- Ernst, H. Hanna, K., Dubiel, A. Prabhu, J., and Subramaniam, M. 2015. “The antecedents and consequences of affordable value innovation in emerging markets”. *Journal of Product Innovation Management*. 32 (1), 65-79.
- Meyer, J. and Subramaniam, M. 2014. “Appropriating innovation’s technical value: Examining the influence of exploration.” *Journal of Business Research*. 67 (1), 2860-2866.
- Yu, T., Subramaniam, M. and Cannella, A. 2013. “Competing globally, allying locally: Host country factors and alliances between global rivals.” *Journal of International Business Studies*. 44, 117-137.
- 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.

**IMPACT:**

**Google Scholar: 6300+ citations**

WORKING PAPERS AND PAPERS UNDER REVIEW

Subramaniam, M. “The significance of digital ecosystems on competitive strategy”  
Under review in the Journal of Organizational Design.

Iyer, B., Kulatilaka, N. and Subramaniam, M. “The Power of Connecting in the Digital World: Understanding the Capabilities of APIs”, working paper

Subramaniam, M. and Zeng, J. “Reverse Adaptation: Inferences from Internet Platform Ecosystems in China”, Working Paper.

## 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.

## PUBLICATIONS IN CONFERENCE PROCEEDINGS

- Tieying 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)

## PRESENTATIONS IN NATIONAL AND INTERNATIONAL CONFERENCES

- Cheng, Z., Xue, L., Subramaniam, M. and Venkatraman, N. (2017) “Collaborative and Competitive Forces within Networks and Alliance Formation in the Chinese Internet Sector: Theory and Evidence”, to be presented at the Academy of Management Meetings, Atlanta.
- Subramaniam, M. and Zeng, J. “Reverse Adaptation: Inferences from Internet Platform Ecosystems in China” (2016) Presented at the SMS Conference in Berlin.
- Gubbi, S.R. and Subramaniam, M. (2013). “Target firm control in International Acquisitions: Does Acquirer’s Performance Matter”? Academy of International Business, Istanbul, Turkey.
- 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” (2016)

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*  
*Journal of Product Innovation Management*  
*Information Systems Research*  
*Journal of Business Research*  
*Management International Review*

## INVITATIONS IN RESEARCH SEMINARS

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

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”.

## 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.



## Executive Teaching

Apart from the Carroll School, Dr. Subramaniam has taught in several international programs in France, Austria and Germany and in multiple executive programs around the world such as IMD in Lausanne, Switzerland, and ISB in Hyderabad, India. He has lectured for Telekom Austria and Voestalpine Steel in Austria, along with companies such as General Motors, Avantor Corporation, and Hamilton Sunstrand in the United States. In India, he has conducted multiple workshops on Strategy and Digital Strategy for senior executives from the Tata Consulting Services, The Aditya Birla Group, Godrej Consumer Products, Honeywell, Cognizant, HCL, and the National Thermal Power Corporation.

## SERVICE CONTRIBUTIONS AT BOSTON COLLEGE

- Coordinating an International Project Experience for 3 BC MBA students with TeamBank Germany. Our students got funding to visit Nuremberg and work in collaboration with 3 German Students on a TeamBank sponsored project. Final presentations are scheduled for April 2018.
- Third Year Paper Chair for Doctoral Student Taehyun Lee (2017).
- One of the select faculty profiled in the “Excellence in Teaching” video that showcases cutting edge techniques to bring critical thinking in class rooms (2012)
- Contributor for BC Business Days, offering mock classes that showcase Carroll School of Management Teaching (2012, 2011, 2010, 2009)
- Chair of Global Management Specialization for Graduate Programs since 2006
- Mentor for Junior Faculty (Metin Sengul)
- Member of Teaching Peer Review Committee (for Metin Sengul and Sam Ransbotham in 2012)
- Chair of committee for overview/overhaul of strategy offerings for the Full-time MBA program (2011)
- Member of Ph.D. Committee in the Management and Organization Department
- Co-chair of the Teaching Committee initiating programs to enhance the teaching culture at Boston College (2010)
- Chair of the EPC committee overseeing additions/modifications to the curriculum at the Carroll School of Management (2009).
- Chair of Search Committee for Junior Faculty Hiring in Strategy (2006)
- 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 (2005).

- Member of John Meyer's (Organization Studies Department) doctoral dissertation committee (2004).
- Chaired a special programs task force for recommending initiatives for improving Carroll School of Management's reputation in the international dimension (2003).
- Member of a special programs sub-committee for Carroll School of Management's strategic planning (2003).
- Member of a committee to examine the feasibility of and recommend a plan for an MS in Service Management (2003).
- Organized and ran the Research Work-In-Progress Series at the Carroll School of Management for three years (2003-2006).
- Co-organized a conference on Innovation (with John Ettlief) 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.