

# Anil K. Gupta

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## Education

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*1975-1980. Doctor of Business Administration, Harvard Business School, Harvard University.*

Dissertation title: "The Process of Strategy Formation." Dissertation committee: Jay W. Lorsch (Chairman), Alfred D. Chandler, and Gordon Donaldson. 1978-79: Designated an "outstanding doctoral student" and awarded the Arthur D. Little Foundation Fellowship.

*1970-1972. MBA (Major: Marketing), Indian Institute of Management, Ahmedabad, India.*

Ranked among the top 5% of the graduating class. Awarded competitive merit-based scholarships during each of the two years. President, Marketing Club. Co-founder, Students' Organization for Management Assistance.

*1965-1970. BTech (Mech Engg), Indian Institute of Technology, Kanpur, India.*

Graduated with "Distinction." Ranked among the top 10% of the graduating class. Awarded competitive merit-based scholarships during each of the five years.

## Employment

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*1986-Present. Robert H. Smith School of Business, The University of Maryland at College Park.*

Current Position: Ralph J. Tyser Professor of Strategy and Organization (also, Research Director- Dingman Center for Entrepreneurship, and Research Director-Center for International Business Education & Research).

*1980-1986. School of Management, Boston University.*

Assistant Professor of Management Policy, School of Management.

*1976-1978. Harvard Business School.*

Summer 1978: Research Assistant to Professor Yair Aharoni. Drafted several grant proposals for research on the "strategic management of state-owned enterprises." Summer 1977: Research Assistant to Professor Alan Sheldon. Field research on "multi-institutional collaboration in the health care industry." Summer 1976: Research Assistant to Professor Howard Raiffa. Assisted in the development of a new MBA elective course on "competitive decision-making."

*1972-1975. Hindustan Lever Ltd. (Unilever India).*

Area Sales Manager (1972-1973): Responsible for the sales of the soaps and detergents division in two states.

Product Manager (1973-1975): Responsible for marketing the company's three most profitable brands.

## Academic Recognition, Awards, and Related Honors

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2007: Since 2004, have been continuously listed among the most highly cited scholars in the entire field of economics and business by *IS/highlycited.com* (a unit of Thomson Scientific Company). This list includes only 25 strategy scholars.

2007- : Appointed to the Executive Committee, International Management Division, Academy of Management (will become Program Chair in AY2007-08 and Incoming Division Chair in AY2008-09).

2006- : Elected to the Executive Committee, Global Strategy Interest Group, Strategic Management Society.

December 2006: Article by Peng & Zhou in *Journal of International Management* ranks my *AMR (1991)* article as the #7 most cited article in the list of all articles on global strategy published worldwide in all journals during 1991-2000.

2006-2008: Guest Editor, *Information Systems Research* special issue on "The Interplay Between Digital and Social Networks" (co-editors: Ritu Agarwal and Robert Kraut).

2005-2007: Guest Editor, *Organization Science* special issue on "Innovation Research At and Across Levels" (co-editors: Susan Taylor and Paul Tesluk).

2004-2006: Guest Editor, *Academy of Management Journal* special issue on "Managing Exploration and Exploitation" (co-editors: Ken Smith and Chris Shalley).

2005: Winner, Best Paper (Runner-Up) Award at the annual meeting of the Academy of International Business.

2005: Appointed to the Editorial Board, *European Business Forum*.

2003: Appointed to the Editorial Board, *Journal of International Business Studies*.

2000: Included in the *Academy of Management Journals' Hall of Fame*.

2000 (Jan-Dec): Served as a visiting professor at Stanford University. 1991-1992: Served as a visiting professor at the Tuck School, Dartmouth College. In 1986-1987, was similarly invited by the Sloan School of Management at MIT to serve as a visiting faculty.

1997-1998: Received the "Distinguished Scholar-Teacher Award" from The University of Maryland - the highest campus-level recognition given by the university to any of its professors.

1998: Second-time winner of the Allen J. Krowe Award for Excellence in Teaching, The Robert H. Smith School of Business, The University of Maryland at College Park (mentioned earlier). Also, rated as the #1 most popular professor in a *Business Week* magazine survey of MBA students at The Robert H. Smith School of Business, The University of Maryland at College Park.

1998: One of my 1984 *Academy of Management Journal* papers was included in the list of "The Ten Most Often Cited Articles Published in AMJ, 1958-95" by former editor Richard T. Mowday in "Celebrating 40 Years of the Academy of Management Journal," *AMJ*, 40(6), 1997. Earlier, this article was also ranked as #2 in a survey of "The Fifty Most-Noted Strategy Works of 1980-1985" by Donald C. Hambrick of Columbia University.

1994: Ranked by *Management International Review* as one of the "Top 20 North American Superstars" for research in strategy and organization.

1992-1994: Appointed to the Executive Committee, Business Policy & Strategy Division, Academy of Management.

1991: Received the 1991 Glueck Best Paper Award, Business Policy and Planning Division, Academy of Management.

1991: Dissertation chair for the winner of *two* national best dissertation awards (Harry J. Sapienza, "Venture Capitalist-Entrepreneur Relations: Antecedents and Consequences," Ph.D. dissertation, The University of

Maryland at College Park, 1990) - The 1991 Heizer Best Dissertation Award, Entrepreneurship Division, Academy of Management, and The 1991 Best Dissertation Award, TIMS College on Entrepreneurship and Innovation.

1989: Based on publications, citations, and peer rankings, a 1989 survey by Edwin A. Locke to assess the national academic standing of business school faculty placed me among the top 10% of all "Organizational Behavior, Human Resource Management, and Strategy" faculty (n = 571) in the 32 leading private and public universities in the country. I was one of only 5 associate professors ranked in the top 10% (n = 57). The remaining 52 were all full professors.

1984: Received the Broderick Prize for Excellence in Research, Boston University (mentioned earlier).

## Research

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### **Current Research Interests:**

Global strategy and organization.

Innovation and entrepreneurship.

Creation, diffusion, and absorption of knowledge.

Coordination and control within complex organizations.

### **Books:**

Gupta, A.K., & Govindarajan, V. 2003. *Global Strategy and Organization*. New York: John Wiley & Sons.

Gupta, A.K., & Westney D.E. (Eds.) 2003. *Smart Globalization: Designing Global Strategies, Creating Global Networks*. San Francisco: Jossey-Bass.

Govindarajan, V., & Gupta, A.K. 2001. *The Quest for Global Dominance: Transforming Global Presence into Global Competitive Advantage*. San Francisco: Jossey-Bass.

### **Papers:**

Gupta, A.K., Smith, K.G., & Shalley, C. 2006. The interplay between exploration and exploitation. *Academy of Management Journal*. 49: 693-706.

Gupta, A.K. 2005. Autonomous business unit. In Hitt, M. & Ireland, D. (Eds.) *Blackwell Encyclopedia of Entrepreneurship*. Oxford: Blackwell.

Gupta, A.K., & Cao, Q. 2005. A strategic embeddedness analysis of global business teams: Directions for future research. In D.L. Shapiro, M. Von Glinow, & J. Cheng (Eds.) *Managing Multinational Teams: Cultural, Organizational, and National Influences*. London: Elsevier.

Petkova, A., & Gupta, A.K. 2005. Antecedents of variation in knowledge flows across inter-unit dyads within the large enterprise. *Best Paper Proceedings: Annual Meeting of the Academy of Management*. Hawaii.

Feinberg, S.E., & Gupta, A.K. 2004. Impact of country risk on network linkages within MNCs. *Best Paper Proceedings: Annual Meeting of the Academy of Management*. New Orleans.

Feinberg, S.E., Gupta, A.K. 2004. Knowledge spillovers and the assignment of R&D responsibilities to foreign subsidiaries. *Strategic Management Journal*. 25: 823-845.

Becerra, M., & Gupta, A.K. 2003. Perceived trustworthiness within the organization: The moderating impact of communication frequency on trustor and trustee effects. *Organization Science*. 14, 1: 32-44.

- Gupta, A.K., & Becerra, M. 2003. Impact of strategic context and inter-unit trust on knowledge flows within the multinational corporation. In Bruce McKern (Ed.), *Managing International Network Corporations*. Routledge.
- Gupta, A.K., & Govindarajan, V. 2002. Cultivating a global mindset. *Academy of Management Executive*. 16, 1: 116-126.
- Govindarajan, V., & Gupta, A.K. 2001. Building an effective global business team. *Sloan Management Review*. 42, 4: 63-71.
- Malhotra, A. & Gupta, A.K. 2001. An investigation of firms' strategic responses to industry convergence. *Academy of Management Best Paper Proceedings*. 61<sup>st</sup> annual national meeting.
- Gupta, A.K., & Govindarajan, V. 2001. Converting global presence into global competitive advantage. *Academy of Management Executive*. 15, 2: 45-58.
- Govindarajan, V., & Gupta, A.K. 2001. Strategic innovation: A conceptual roadmap. *Business Horizons*. 44, 4: 3-12.
- Gupta, A.K. 2001. Business unit strategy: The quest for competitive advantage. In L. Fahey & R. Randall (Eds.) *The Portable MBA in Strategy - 2<sup>nd</sup> Edition*: 62-86. New York: John Wiley.
- Gupta, A.K., & Govindarajan, V. 2000. Knowledge flows within multinational corporations. *Strategic Management Journal*. 21: 473-496.
- Gupta, A.K., & Govindarajan, V. 2000. Knowledge management's social dimension: Lessons from Nucor Steel. *Sloan Management Review*. Fall: 71-80.
- Gupta, A.K., & Govindarajan, V. 2000. Managing global expansion: A conceptual framework. *Business Horizons*. 43, 2: 45-54.
- Govindarajan, V., & Gupta, A.K. 2000. An analysis of the emerging global arena. *European Management Journal*. 18, 3: 274-284.
- Govindarajan, V., & Gupta, A.K. 1999. Taking Wal-Mart global: Lessons from retailing's giant. *Strategy & Business*. 17: 14-25.
- Gupta, A.K., Govindarajan, V., & Malhotra, A. 1999. Feedback-seeking behavior within multinational corporations. *Strategic Management Journal*. 20: 205-222.
- Becerra, M., & Gupta, A.K. 1999. Trust within the organization: Integrating the trust literature with agency theory and transaction cost economics. *Public Administration Quarterly*.
- Gupta, A.K., & Eerola, I. 1997. Knowledge creator vs. knowledge broker: Corporate roles in technology development in diversified corporations. In A. Campbell & K.S. Luchs (Eds.) *Core Competency Based Strategy*: 188-207. London, UK: International Thompson Business Press.
- Rubenson, G.C., & Gupta, A.K. 1997. The initial succession: A contingency model of founder tenure. *Entrepreneurship Theory and Practice*: 96-110.

- Bhambri, A., Gupta, A.K., & Kagono, T. 1997. Robust companies: Organizational explanations for sustained success. In A. Sinatra (Ed.) *Corporate Transformation*: 461-486. Kluwer Academic Publishers.
- Taylor, M.S., Audia, G., & Gupta, A.K. 1996. The impact of longer job tenure on managers' organizational commitment, performance, and turnover. *Organization Science*, 7(6): 632-648.
- Gupta, A.K., Govindarajan, V., & Malhotra, A. 1996. Feedback-seeking behavior of subsidiary presidents in multinational corporations. *Best Paper Proceedings: Academy of Management Annual Meetings*: 151-155.
- Martell, K., Gupta, A.K., & Carroll, S.J. 1996. Human resource management practices and firm performance. *Irish Business and Administrative Research*, 17(1): 18-35.
- Dess, G.G., Gupta, A.K., Hennart, J-F, & Hill, C.W.L. 1995. Conducting and integrating strategy research at the international, corporate, and business levels: Issues and directions. *Journal of Management*, 21(3): 357-393.
- Gupta, A.K., & Govindarajan, V. 1995. Organizing for knowledge flows within MNCs. *International Business Review*, 3: 443-458.
- Sapienza, H., & Gupta, A.K. 1994. Impact of agency risks and task uncertainty on venture capitalist-CEO interaction. *Academy of Management Journal*, 37: 1618-1632. Reprinted in L.W. Busenitz, H.J. Sapienza, & M. Wright (Eds.), *Venture Capital*. UK: Edward Elgar, 2003.
- Gupta, A.K., & Seshadri, S. 1994. Horizontal resource sharing: A principal-agent approach. *Best Paper Proceedings: Academy of Management Annual Meetings*: 37-41.
- Gupta, A.K. 1994. Business Unit Strategy. In L. Fahey & R. Randall (Eds.) *The Portable MBA in Strategy*: 53-83. New York: John Wiley.
- Gupta, A.K., & Govindarajan, V. 1994. Alternative value chain configurations for foreign subsidiaries: Implications for coordination and control within MNCs. In H. Thomas, D. O'Neal, & R. White (Eds.) *Building the Strategically Responsive Organization*: 375-392. Chichester, UK: John Wiley.
- Gupta, A.K., & Govindarajan, V. 1993. Methodological issues in testing contingency theories: An assessment of alternative approaches. In R. Banker & Y. Ijiri (Eds.) *Creative and Innovative Approaches to the Science of Management*: 453-471. Westport, CT: Quorum Books.
- Gupta, A.K., & Govindarajan, V. 1993. Coalignment between knowledge flow patterns and strategic systems and processes within MNCs. In P. Lorange, B. Chakravarthy, J. Roos, & A. Van de Ven (Eds.) *Implementing Strategic Processes: Change, Learning, and Cooperation*: 329-346. Oxford: Basil Blackwell.
- Martell, K.D., Carroll, S.J., & Gupta, A.K. 1992. What executive human resource management practices are most effective when innovation requirements are high? In L.R. Gomez-Mejia & M.W. Lawless (Eds.) *Human Resource Management Strategy in High Technology*. Vol. 4. Greenwich, CT: JAI Press.
- Gupta, A.K., & Sapienza, H. 1992. Determinants of venture capital firms' preferences regarding the industry diversity and geographic scope of their investments. *Journal of Business Venturing*, 7(5): 347-362.
- Rubenson, G., & Gupta, A.K. 1992. Replacing the founder: Exploding the myth of the entrepreneur's disease. *Business Horizons*, 35(6): 53-57.

- Gupta, A.K. 1992. Selecting general managers: A strategic perspective. *Human Resource Planning*, 15(1): 47-61.
- Gupta, A.K., & Govindarajan, V. 1991. Knowledge flows and the structure of control within multinational firms. *Academy of Management Review*, 16: 768-792.
- Gupta, A.K., & Govindarajan, V. 1991. Knowledge flow patterns, subsidiary strategic roles, and strategic control within MNCs. *Best Paper Proceedings: Academy of Management Annual Meetings*: 21-25.
- Rubenson, G., & Gupta, A.K. 1991. The founder's disease: A critical re-examination. *Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College.
- Gupta, A.K. 1990. Impact of technological intensity on related and unrelated diversification. *Journal of High Technology Management Research*, 1: 61-72.
- Gupta, A.K., & Basu, A. 1990. Information technology and changing patterns of economic coordination. *The Annual Review of Communications and Society*, 1: 149-176.
- Carroll, S.J., Martell, K.D., & Gupta, A.K. 1990. Aligning executive human resource management with innovation strategies: An empirical study of industrial firms. In L.R. Gomez-Mejia & M.W. Lawless (Eds.), *Strategic Leadership in High Technology Organizations*: 237-241. Proceedings of the Second Annual Conference on Managing the High Technology Firm, Colorado.
- Sapienza, H., & Gupta, A.K. 1989. Pursuit of innovation by new ventures and its effects on venture capitalist-entrepreneur relations. *Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College.
- Gupta, A.K. 1988. Contingency perspectives on strategic leadership: Current knowledge and future research directions. In D.C. Hambrick (Ed.), *The Executive Effect: Concepts and Methods for Studying Top Managers*: 141-178. Greenwich, CT: JAI Press.
- Gupta, A.K. 1988. Review of "The Dynamics of Taking Charge" by John J. Gabarro. *Human Resource Management*, 27(4): 449-456.
- Gupta, A.K., & Sapienza, H. 1988. The pursuit of diversity by venture capital firms: Antecedents and implications. *Frontiers of Entrepreneurship Research*: 290-302. Wellesley, MA: Babson College.
- Gupta, A.K. 1988. Technological intensity and choice of diversification strategy. In L.R. Gomez-Mejia & M.W. Lawless (Eds.), *Proceedings '88: Managing the High Technology Firm*: 78-84. The University of Colorado at Boulder.
- Gupta, A.K. 1987. SBU strategies, corporate-SBU relations, and SBU effectiveness in strategy implementation. *Academy of Management Journal*, 30 (3): 477-500. Reprinted in P. Lorange (Ed.), *Strategic Planning Process*. Brookfield, VT: Dartmouth, 1994.
- Gupta, A.K., & Govindarajan, V. 1986. Resource sharing among SBUs: Strategic antecedents and administrative implications. *Academy of Management Journal*, 29 (4): 695-714.
- Gupta, A.K. 1986. Matching managers to strategies: Point and counterpoint. *Human Resource Management*, 26 (2): 215-234. Reprinted in S.D. Friedman (Ed.), *Leadership Succession*. New Brunswick, NJ: Transaction Books, 1987.

Govindarajan, V., & Gupta, A.K. 1985. Linking control systems to business unit strategy: Impact on performance. *Accounting, Organizations, and Society*, 10 (1): 51-66.

Gupta, A.K. 1984. Contingency linkages between strategy and general manager characteristics: A conceptual examination. *Academy of Management Review*, 9 (3): 399-412.

Gupta, A.K., & Govindarajan, V. 1984. Build, hold, harvest: Converting strategic intentions into reality. *The Journal of Business Strategy*, 4 (3): 34-47.

Gupta, A.K., & Govindarajan, V. 1984. Business unit strategy, managerial characteristics, and business unit effectiveness at strategy implementation. *Academy of Management Journal*, 27 (1): 25-41.

Gupta, A.K., & Lad, L.J. 1983. Industry self-regulation: An economic, organizational, and political analysis. *Academy of Management Review*, 8 (3): 416-425.

Gupta, A.K., & Govindarajan, V. 1982. An empirical examination of linkages between strategy, managerial characteristics, and performance at the business unit level. *Best Paper Proceedings: Academy of Management Annual Meetings*: 31-35.

Sheldon, A., Barrett, D., & Gupta, A.K. 1980. Managing multi-institutional collaboration. In S. Levey & T. McCarthy (Eds.), *Health Management for Tomorrow*: 175-189. Lippincott.

Govindarajan, V., & Gupta, A.K. 1978. An examination of alternative forms of regulatory mechanisms: The case of the health care industry. In Y. Ijiri and A. Whinston (Eds.), *Quantitative Planning and Control*: 311-328. New York: The Academic Press.

#### **Papers Under Review:**

Gupta, A.K., & Govindarajan, V. Impact of value chain configuration on headquarters-foreign subsidiary relationships within MNEs. Revise-and-resubmit stage with *Strategic Management Journal*.

Feinberg, S.E., & Gupta, A.K. Impact of country risk on network linkages within MNCs. Revise-and-resubmit stage with *Academy of Management Journal*.

Gupta, A.K., & Cao, Q. Parent-subsidiary conflict within multinational corporations. Revise-and-resubmit stage with *Academy of Management Journal*.

Gupta, A.K., & Cao, Q. The strategic embeddedness of transnational business teams. Under review with *Organization Science*.

#### **Working Papers:**

Petkova, A., Gupta, A.K., & Rindova, A. The accumulation of reputation by young ventures.

Cao, Q., & Gupta, A.K. Navigating through extreme asymmetry: Partnerships between young ventures and established giants.

Gupta, A.K. Ties that bind: Antecedents of the organizational commitment of subsidiary general managers within MNCs.

Malhotra, A., & Gupta, A.K. Firm response to industry convergence: US commercial banks' diversification into investment banking.

**Technical Reports/Case Studies:**

Gupta, A.K. 1993. *Sunds Defibrator Group*. A field-based case study on the strategic and organizational challenges associated with globalization.

Gupta, A.K. 1993. *Neles-Jamesbury Group*. A field-based case study on the strategic and organizational challenges associated with globalization.

Gupta, A.K. 1992. *Nordberg Group*. A field-based case study on the strategic and organizational challenges associated with globalization.

Gupta, A.K. 1992. *ABB Asea Brown Boveri*. A field-based case study on the strategic and organizational challenges associated with globalization.

Gupta, A.K., & Govindarajan, V. 1991. *Special report from THE TRIAD PROJECT: A Global Study on the strategic relationship across the parent-subsidiary interface and among subsidiaries within multinational corporations*. The University of Maryland at College Park and Dartmouth College.

Gupta, A.K. 1991. *Marriott Corporation*. A field-based case study study on how the simultaneous consideration of both product markets and capital markets affects the design of corporate strategy.

Gupta, A.K. 1990. *FMG Timberjack*. A field-based case study on the strategic and organizational challenges associated with globalization.

Gupta, A.K., & Taylor, M.S. 1988. *What general managers say about their careers: A survey of Fortune 500 on linkages between business strategies and executive careers*. The University of Maryland at College Park.

Gupta, A.K. 1985. *Top management background: A study of the Fortune 75*. Special report commissioned by the Monsanto Company.

Gupta, A.K., & Burns, T.R. 1979. *User Influence in Health Care*. Lund, Sweden: Scandinavian Institutes for Administrative Research, SIAR-TT:12.

Vandaele, W., & Gupta, A.K. 1977. *General Electric Company: Aircraft Engine Group*. Boston, MA: Harvard Business School Case Services, Monograph No. 9-177-147.

Vandaele, W., & Gupta, A.K. 1977. *Bangor Punta Corporation (A) (B)*. Boston, MA: Harvard Business School Case Services, Monograph Nos. 9-177-153 and 9-177-154.

**Invited Presentations:**

Assignment of R&D responsibilities to foreign subsidiaries. Tsinghua University (China), September 2006.

Globalization of venture capital. University of Minnesota, May 2006.

Parent-subsidiary conflict within MNCs. Baruch College, April 2006.

Parent-subsidiary conflict within MNCs. The Wharton School, October 2005.

Globalization of research and development. The Wharton School, December 2004.

Subsidiary value chain configurations and HQ-subsidiary relationships within multinational corporations. Ohio State University, October 2004.

Knowledge spillovers and the assignment of R&D responsibilities to foreign subsidiaries. University of Utah, March 2004.

Panelist, "International Strategy Conference," University of Michigan Business School, October 2002.

Changing organizational boundaries in the digital economy. Rutgers University, April 2001.

Globalization at Internet speed. Stanford University, November 2000.

Knowledge flows within multinational corporations. Stanford University, January 2000.

The centrality of social ecology in knowledge management. Norwegian School of Management, April 1999.

Determinants of knowledge flows within the multinational corporation. Stanford University, February 1997.

Impact of value chain configuration on coordination and control patterns within MNCs. Carlson School of Management, University of Minnesota, February 1997.

The quest for synergy: Intra-firm collaboration vs. external strategic alliances. Wharton-Kellogg Mini-Conference on Strategic Alliances, Northwestern University, June 1996.

Determinants of intra-MNE knowledge flow patterns. CIBER Maryland seminar "Multinational Enterprises and the Global Economy," September 1994.

Organizing for knowledge flows within MNCs. International Organizational Studies Conference, The University of Michigan, Ann Arbor, February 1994.

Coordination and control within MNCs: An empirical study. Carlson School of Management, University of Minnesota, Minneapolis, March 1992.

Coalignment between knowledge flow patterns and strategic systems and processes within MNCs. Research conference on "Implementing Strategic Processes: Change, Learning, and Cooperation," Norwegian School of Management, Oslo, Norway, June 1991.

The governance of synergy. Bronfman Seminar in Management at the Graduate School of Business, Columbia University, New York, September 1990.

Executive human resource management in high technology organizations. Conference on "Strategic Leadership in High Technology Organizations," The University of Colorado at Boulder, January 1990.

Knowledge flows and strategic control of the foreign subsidiary. Conference on "Strategic Leadership in High Technology Organizations," The University of Colorado at Boulder, January 1990.

Invited research seminar on "Implementing Strategy" at the Europe-based International (Management) Teachers' Program, Bocconi Business School, Milan, Italy, August 1989 and August 1988. The audience in these seminars consisted of business professors from various European business schools.

Knowledge flow patterns and strategic control of foreign subsidiaries. The University of Florida, Gainesville, April 1989.

Business unit strategies and executive career outcomes. Temple University, December 1988.

Interplay between the career evolution of executives and the strategic evolution of businesses. The University of California, Los Angeles, November 1988.

Impact of business unit strategies on executive careers. The University of Southern California, November 1988.

Strategic control of the foreign subsidiary: A subsidiary-specific contingency approach. Amos Tuck School of Business Administration, Dartmouth College, February 1988.

Technological intensity and the creation of intangible assets: Implications for strategic choice and organization design. Conference on "Managing The High Technology Firm," The University of Colorado at Boulder, January 1988.

Impact of SBU strategies on the management of corporate-SBU relations. Bocconi Business School, Milan, Italy, May 1987.

Corporate organization and business unit strategies. Stockholm School of Economics, Sweden, May 1987.

Organizational implications of differences in business unit strategies. Kellogg Graduate School of Management, Northwestern University, February 1987.

Linking managers to strategies: Emerging research issues. Amos Tuck School of Business Administration, Dartmouth College, May 1986.

Strategy implementation at the business unit level. Graduate School of Business, The University of Pittsburgh, April 1985.

Structure and function of interlinkages between new and existing business units: The case of export trading ventures within U.S. corporations. Prince Bertil Symposium on "Strategies in Global Competition," Institute of International Business, Stockholm School of Economics, Sweden, November 1984.

**Conference Presentations:**

Cao, Q., & Gupta, A.K. Navigating through extreme asymmetry. Mid-Atlantic Strategy Conference, University of North Carolina, December 2006.

Gupta, A.K., & Cao, Q. Parent-subsidiary conflict within multinational corporations. Annual meeting, Academy of Management, 2005.

Gupta, A.K., & Cao, Q. The strategic embeddedness of global business teams. Annual meeting, Academy of International Business, 2005.

Feinberg, S., & Gupta, A.K. Impact of country risk on network linkages within MNCs. Annual meeting, Academy of Management, 2004.

Gupta, A.K. The future of the multinational enterprise. Chair and panelist in a symposium at annual meeting, Academy of International Business, 2002.

Gupta, A.K. Organizational boundaries in the digital economy. Joint BPS-OCIS Division Symposium on "Strategic Imperatives in the Digital Age," Annual meeting, The Academy of Management, 2001.

Malhotra, A. & Gupta, A.K. An investigation of firms' strategic responses to industry convergence. Business Policy & Strategy Division. Annual meeting, The Academy of Management, 2001.

Gupta, A.K., Govindarajan, V., & Duriau, V. The antecedents of the job satisfaction of subsidiary general managers. International Management Division. Annual meeting, The Academy of Management, 2000.

Gupta, A.K. The future of B2B hubs. BP&S and OCIS Workshop on e-Commerce. Annual meeting, The Academy of Management, 2000.

Gupta, A.K. The internal governance of multibusiness vs. multinational scope. Joint BPS-IM Division Symposium on "Performance of Multibusiness and Multinational Firms: Why does theory converge and results diverge?" Annual meeting, The Academy of Management, 1999.

Becerra, M., & Gupta, A.K. Trust within the organization: Integrating the trust literature with agency theory and transaction cost economics. Joint BPS, CM, OB, OMT session, Annual meeting, The Academy of Management, 1998.

Malhotra, A., & Gupta, A.K. Firm response to industry convergence: An investigation of the entry of commercial banks into investment banking in the US. Annual Strategic Management Society Conference, 1998.

Moon, C. & Gupta, A.K. Cultural learning and the choice of mode for international strategic combinations. International Management Division, Annual meeting, The Academy of Management, 1997.

Gupta, A.K. Structural form, causal strength, and performance outcomes of contingency relationships. Invited panelist in symposium on "Contingency Theory Research," Business Policy and Strategy Division, Annual meeting, The Academy of Management, 1996.

Gupta, A.K. The role of trust in knowledge transfer processes within multinational corporations. Panelist and coordinator, symposium on "Trust vs. Opportunism in Inter-Organizational Collaboration," Business Policy and Strategy Division, 56th annual national meeting, The Academy of Management, Cincinnati, August 1996.

Gupta, A.K., Govindarajan, V., & Malhotra, A. Feedback-seeking behavior of subsidiary presidents in multinational corporations. International Management Division, 56th annual national meeting, The Academy of Management, Cincinnati, August 1996.

Gupta, A.K. Interunit trust and knowledge transfer processes within multinational corporations. 16th annual international Strategic Management Society Conference, Phoenix, November 1996.

Jain, V., & Gupta, A.K. Repetitive international investment: An organizational learning explanation. Business Policy and Strategy Division, 55th annual national meeting, The Academy of Management, Vancouver, August 1995.

Moon, C., & Gupta, A.K. Impact of organizational learning contexts on choice of mode. Business Policy and Strategy Division, 55th annual national meeting, The Academy of Management, Vancouver, August 1995.

Gupta, A.K. Dynamics of knowledge transfer across borders. International Conference on High Performance Global Corporations. Carnegie Bosch Institute, Carnegie Mellon University, Boca Raton, Florida, April 1995.

Gupta, A.K., & Seshadri, S. Horizontal resource sharing: A principal-agent approach. Business Policy and

Strategy Division, 54th annual national meeting, The Academy of Management, Dallas, August 1994.

Jain, V., & Gupta, A.K. International investment strategy: An organizational learning explanation and empirical evidence. 14th annual international Strategic Management Society Conference, Paris, September 1994.

Gupta, A.K. Key research issues: Promising directions for integrative research across levels of strategy. Invited panelist in symposium on "Conducting and integrating strategy research at the international, corporate, and business levels: Issues and directions" (coordinator: Gregory Dess; other panelists: Charles Hill, Jean-Francois Hennart, David Ricks, Richard Bettis). Business Policy and Strategy Division, 53rd annual national meeting, The Academy of Management, Atlanta, August 1993.

Bhambri, A., Gupta, A.K., & Kagono, T. Robust companies: Organizational explanations for sustained success. 13th annual international Strategic Management Society Conference, Chicago, September 1993.

Gupta, A.K., & Singh, H. Transformation of the corporate core. 13th annual international Strategic Management Society Conference, Chicago, September 1993.

Gupta, A.K., Gahmberg, H., & Leppanen, R. Combining global and local competencies: Lessons from the restructuring of ABB Stromberg. 12th annual international Strategic Management Society Conference, London, UK, October 1992.

Gupta, A.K., & Govindarajan, V. Diverse value chain configurations for foreign subsidiaries: Implications for strategic control within MNCs. Business Policy and Planning Division, 52nd annual national meeting, The Academy of Management, Las Vegas, August 1992.

Gupta, A.K. Coordinator of and panelist in symposium on "Content vs. process research in strategic management: Fission or fusion" (other panelists: Robert Burgelman, Harbir Singh, Howard Thomas). Business Policy and Planning Division, 52nd annual national meeting, The Academy of Management, Las Vegas, August 1992.

Gupta, A.K., & Singh, H. The governance of synergy: Inter-SBU coordination vs. external strategic alliances. Business Policy and Planning Division, 51st annual national meeting, The Academy of Management, Miami, August 1991.

Gupta, A.K., & Govindarajan, V. Knowledge flow patterns, subsidiary strategic roles, and strategic control within MNCs. Business Policy and Planning Division, 51st annual national meeting, The Academy of Management, Miami, August 1991.

Gupta, A.K., & Govindarajan, V. Alternative value chain configurations for foreign subsidiaries: Implications for coordination and control within MNCs. 11th annual international Strategic Management Society Conference, Toronto, October 1991.

Gupta, A.K. The changing role of the country manager. 11th annual international Strategic Management Society Conference, Toronto, October 1991.

Gupta, A.K., & Singh, H. Exploiting synergies: External alliances vs. inter-SBU coordination. 10th annual international Strategic Management Society Conference, Stockholm, September 1990.

Gupta, A.K., & Govindarajan, V. Strategic control within multinational corporations: A subsidiary-specific contingency approach. Business Policy and Planning Division, 50th annual national meeting, The Academy of

Management, San Francisco, August 1990.

Gupta, A.K., & Taylor, M.S. Impact of business unit strategies on executive career outcomes. Joint Business Policy and Planning and Careers Divisions symposium on "Dynamic interplay between the strategic evolution of businesses and the career evolution of executives," 49th annual national meeting, The Academy of Management, Washington, D.C., August 1989.

Sapienza, H., & Gupta, A.K. Pursuit of innovation by new ventures and its effects on venture capitalist-entrepreneur relations. Ninth annual Babson College Entrepreneurship Research Conference, St. Louis, May 1989.

Gupta, A.K. A theoretical analysis of the group executive's role in the management of SBU clusters within diversified firms. Business Policy and Planning Division, 48th annual national meeting, The Academy of Management, Anaheim, August 1988.

Gupta, A.K., & Sapienza, H. The pursuit of diversity by venture capital firms: Antecedents and implications. Eighth annual Babson College Entrepreneurship Research Conference, Calgary, Canada, May 1988.

Gupta, A.K., & Govindarajan, V. Strategic control of the foreign subsidiary: A subsidiary-specific contingency approach. 8th annual international Strategic Management Society Conference, Amsterdam, Holland, October 1988.

Gupta, A.K., & Taylor, M.S. Impact of intra-corporate strategic alliances on SBU general managers' career progression. 8th annual international Strategic Management Society Conference, Amsterdam, Holland, October 1988.

Gupta, A.K. Emerging research designs and methods in strategic management. Invited panelist at a symposium organized by the Southern Management Association, Atlanta, November 1988.

Gupta, A.K. Strategic control of business units: A contingency analysis of the group executive's role. Joint TIMS/ORSA National Meeting, St. Louis, October 1987.

Gupta, A.K., & Govindarajan, V. Testing contingency theories in strategic management: An assessment of alternative approaches. Business Policy and Planning Division, 47th annual national meeting, The Academy of Management, New Orleans, August 1987.

Gupta, A.K. SBU strategy and corporate-SBU relations. Business Policy and Planning Division, 46th annual national meeting, The Academy of Management, Chicago, August 1986.

Gupta, A.K. Constraints on the utility of strategy-manager linkages. Business Policy and Planning Division, 46th annual national meeting, The Academy of Management, Chicago, August 1986.

Gupta, A.K. The impact of inter-SBU linkages on new business creation. 5th annual international Strategic Management Society Conference, Barcelona, Spain, October 1985.

Gupta, A.K. Managing interlinkages among strategic business units. 4th annual international Strategic Management Society Conference, Philadelphia, October 1984.

Gupta, A.K. Emerging issues in strategy implementation research. Led an invited symposium discussion for the Business Policy and Planning Division, 44th annual national meeting, The Academy of Management, Boston, August 1984.

Gupta, A.K., & Govindarajan, V. Resource sharing among SBUs, competitive strategy, incentive mechanisms, and managerial job satisfaction: An empirical study. Business Policy and Planning Division, 44th annual national meeting, The Academy of Management, Boston, August 1984.

Govindarajan, V., & Gupta, A.K. Interdependence, control system design, and performance. National meeting, American Accounting Association, Toronto, Canada, August 1984.

Gupta, A.K. Expectations of 'fit' between strategy and general manager characteristics: A conceptual examination. Business Policy and Planning Division, 43rd annual national meeting, The Academy of Management, Dallas, August 1983.

Gupta, A.K., & Stengrevics, J.M. Strategy, culture, and climate: A conceptual re-examination. Business Policy and Planning Division, 43rd annual national meeting, The Academy of Management, Dallas, August 1983.

Gupta, A.K., & Govindarajan, V. Build, hold, harvest: Converting strategic intentions into reality. 3rd annual international Strategic Management Society Conference, Paris, France, October 1983.

Gupta, A.K., & Govindarajan, V. An empirical examination of linkages between strategy, managerial characteristics, and performance at the business unit level. Business Policy and Planning Division, 42nd annual national meeting, The Academy of Management, New York, August 1982.

Govindarajan, V., & Gupta, A.K. Business unit strategy, reward systems, and business unit performance. Organization and Management Theory Division, 42nd annual national meeting, The Academy of Management, New York, August 1982.

Govindarajan, V., & Gupta, A.K. Effects of linking control systems to business unit strategy on performance. Northeast Regional Meeting, American Accounting Association, Newport, Rhode Island, 1982.

Gupta, A.K. Organizational learning: A reconceptualization. Organization and Management Theory Division, 41st annual national meeting, The Academy of Management, San Diego, August 1981.

#### **Research Grants:**

Gupta, A.K. *Cross-border investments by venture capital firms*. Summer Research Grant, The Robert H. Smith School of Business, The University of Maryland at College Park, 2006.

Gupta, A.K. *Country risk and network linkages within MNCs*. Summer Research Grant, The Robert H. Smith School of Business, The University of Maryland at College Park, 2005

Gupta, A.K. *Navigating through extreme asymmetry: Partnerships between young ventures and established firms*. Summer Research Grant, The Robert H. Smith School of Business, The University of Maryland at College Park, 2004.

Gupta, A.K. *Managing knowledge within the multi-unit enterprise*. Summer Research Grant, The Robert H. Smith School of Business, The University of Maryland at College Park, 2002 and 2003.

Gupta, A.K. *Globalization at Internet speed*. Summer Research Grant, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001.

Gupta, A.K. *Shifting corporate boundaries in the digital economy*. Summer Research Grant, The Robert H. Smith School of Business, The University of Maryland at College Park, 2000.

Gupta, A.K. *Information technology and the global enterprise*. Summer Research Grant, The Maryland Business School, The University of Maryland at College Park, 1999.

Gupta, A.K. *Impact of trust on control patterns within multinational corporations*. Summer Research Grant, The Maryland Business School, The University of Maryland at College Park, 1997.

Gupta, A.K. *The role of trust in knowledge transfer processes within multinational corporations*. Research Award from the Center for International Business Education and Research. The University of Maryland at College Park, 1996.

Gupta, A.K. *Delegation of Worldwide Business Unit Headquarters Responsibilities to Foreign Locations*. Carnegie Bosch Institute, Carnegie Mellon University, 1995

Gupta, A.K. *Determinants on Knowledge Flow Patterns Within MNEs*. Research Award from the Center for International Business Education and Research. The University of Maryland at College Park, 1994.

Gupta, A.K. *Corporate-Subsidiary Relations Within Multinational Corporations*. Research Award from the Center for International Business Education and Research. The University of Maryland (based on University-wide competition), 1991.

Carroll, S.J., Gupta, A.K., & Martell, K. *An empirical examination of linkages between business unit strategies and executive human resource management*. Research Award from the American Society of Personnel Administrators, 1989-90.

Gupta, A.K. *Impact of business unit strategies on executive careers*. GRB Research Support Award, The University of Maryland (based on University-wide competition), 1988.

Gupta, A.K. *Interlinkages among strategic business units: Economic and organizational implications*. GRB Summer Research Award, Graduate Studies and Research, The University of Maryland (based on University-wide competition), 1987.

Gupta, A.K. *Strategic implications of the manufacturing experience of top executives: A study of the Fortune 500*. The Manufacturing Roundtable, Boston University (based on review and endorsement by a steering committee of external sponsoring executives), 1985.

Gupta, A.K. *Creation of new ventures within diversified firms: An organizational learning perspective*. Human Resources Policy Institute, Boston University (based on review and endorsement by a steering committee of external sponsoring executives), 1983.

Gupta, A.K. *Managing strategic diversity: Its human and organizational implications*. Human Resources Policy Institute, Boston University (based on review and endorsement by a steering committee of external sponsoring executives), 1982.

Gupta, A.K., & Govindarajan, V. *Planning and control within diversified firms: Implications of differences in business unit level strategies*. University Research Grant, Boston University (based on University-wide competition), 1981.

Gupta, A.K. *Industry self-regulation*. Summer Research Grant, Boston University (based on School-wide competition), 1980.

**Advising Of Ph.D. Candidates:**

2004-06: Co-chair, Ph.D. Dissertation Committee, Antoaneta Petkova, Smith School of Business, University of Maryland at College Park.

2004-06: Chair, Ph.D. Dissertation Committee, Qing Cao, Smith School of Business, University of Maryland at College Park.

1999-04: Co-chair, Ph.D. Dissertation Committee, Vincent Duriau, College of Business and Management, University of Maryland at College Park.

1996-00 : Chair, Ph.D. Dissertation Committee, Ayesha Malhotra, College of Business and Management, University of Maryland at College Park.

1996-99 : Chair, Ph.D. Dissertation Committee, Stephany Head, College of Business and Management, University of Maryland at College Park.

1996-98 : Chair, Ph.D. Dissertation Committee, Manuel Becerra, College of Business and Management, University of Maryland at College Park.

1994-97 : Chair, Ph.D. Dissertation Committee, Douglas O'Bannon, College of Business and Management, University of Maryland at College Park.

1994-96 : Chair, Ph.D. Dissertation Committee, P. Harshavardhan, College of Business and Management, University of Maryland at College Park.

1993-94 : Member, Ph.D. Dissertation Committee, Efrat Elron, Department of Psychology, The University of Maryland at College Park.

1992-94 : Chair, Ph.D. Dissertation Committee, Chul Moon, College of Business and Management, University of Maryland at College Park.

1992-94 : Chair, Ph.D. Dissertation Committee, Vinod Jain, College of Business and Management, University of Maryland at College Park.

1992-93 : Member, Ph.D. Dissertation Committee, Eunmi Chang, College of Business and Management, University of Maryland at College Park.

1991-92 : Member, Ph.D. Dissertation Committee, Richard Gibson, College of Business and Management, University of Maryland at College Park.

1990-93 : Member, Ph.D. Dissertation Committee, Raymond Jones, College of Business and Management, University of Maryland at College Park.

1987-89 : Chair, Ph.D. Dissertation Committee, Harry Sapienza, College of Business and Management, University of Maryland at College Park.

1987-89 : Chair, Ph.D. Dissertation Committee, George Rubenson, College of Business and Management, University of Maryland at College Park.

1987-89 : Member, Ph.D. Dissertation Committee, Kathi Martell, College of Business and Management, University of Maryland at College Park.

1987-89 : Member, Ph.D. Dissertation Committee, James Guthrie, College of Business and Management, University of Maryland at College Park.

1984-86 : Member, D.B.A. Dissertation Committee, Timothy W. Edlund, School of Management, Boston University.

## Service

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### **Academic Community:**

Member and Incoming Program Chair, Executive Committee, International Management Division, Academy of Management, 2007-Present.

Member, Executive Committee, Global Strategy Interest Group, Strategic Management Society, 2006-Present.

Guest Editor, *Information Systems Research*, special issue on “The Interplay Between Digital and Social Networks,” 2006-2008.

Guest Editor, *Organization Science*, special issue on “Innovation Research At and Across Levels,” 2005-2007.

Guest Editor, *Academy of Management Journal*, special issue on “Managing Exploration and Exploitation,” 2004-2006.

Member, Editorial Board, *European Business Forum*, 2005-Present.

Member, Editorial Board, *Journal of International Business Studies*, 2003-Present.

Member, Editorial Board, *Academy of Management Review*, 1991-1996. Also served as a member of the Best Paper Award Review Committee, 1992-1995.

Member, Editorial Board, *Journal of High Technology Management Research*, 1989-Present.

Member, Awards & Endowment Committee, Business Policy and Strategy Division, Academy of Management, 1995-1996.

Member, Executive Committee, Business Policy and Strategy Division, Academy of Management, 1992-1994.

Member, Research Committee, Business Policy and Planning Division, Academy of Management, 1990-1992. Also served as a member of the Best Dissertation Award and the Best Paper Award Review Committees, 1991 and 1992.

Eastern Regional Liaison, Business Policy and Planning Division, Academy of Management (1987-1989).

Ad-hoc Reviewer, *Administrative Science Quarterly*, *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*, *Management Science*, *Journal of Management Studies*, *Journal of Accounting and Public Policy*.

### **University Community:**

Chair, Annual Smith Entrepreneurship Research Conference, 2005-Present.

Chair, Strategy Search Committee, Management & Organization Department, The Robert H. Smith School of Business, The University of Maryland at College Park, 2006-2007.

PhD Advisor, Strategy area, Management & Organization Department, The Robert H. Smith School of Business, The University of Maryland at College Park, 2006-2007.

Deputy to the Dean for Global Strategy, The Robert H. Smith School of Business, The University of Maryland at College Park, 2006-Present.

Research Director, Center for International Business Education & Research, The Robert H. Smith School of Business, The University of Maryland at College Park, 2006-Present.

Research Director, Dingman Center for Entrepreneurship, The Robert H. Smith School of Business, The University of Maryland at College Park, 2004-Present.

Chair, Management & Organization Department, The Robert H. Smith School of Business, The University of Maryland at College Park, 2003-2006.

Co-Chair, Smith Netcentricity Conference, 2005.

Member, Provost's Committee to Review the Campus-wide Appointments, Promotions, and Tenure Policies and Procedures, 2002.

Member, Presidents' Honors and Prizes Committee, The University of Maryland at College Park. 2002-Present.

Academic Director, Executive MBA Program, The Robert H. Smith School of Business, The University of Maryland at College Park, 2002-2006.

Chair of Search Committee for the Robert H. Smith Chair in Organizational Behavior, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001-2002.

Ph.D. Advisor for Strategy Area, Management & Organization, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001-2003.

Member, Global Strategy Task Force, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001.

Faculty Advisor, Consulting Club and India Club, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001-Present.

Member, Provost's Committee for 5-Year Evaluation of Dean, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001.

Member, Search Committee, Associate Dean for Executive Programs, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001.

Member, Career Review Committee (for promotion to full professor level), Professor V. Sambamurthy, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001.

Member, Career Review Committee (for recruitment at full professor level), Professor G. Anandalingam, The

Robert H. Smith School of Business, The University of Maryland at College Park, 2001.

Chair, Career Review Committee (for promotion to full professor level), Professor Scott Shane, The Robert H. Smith School of Business, The University of Maryland at College Park, 2001.

Member, Strategy Area Faculty Search Committee, The Robert H. Smith School of Business, The University of Maryland at College Park, 1999-2000.

Chair, MBA Program Oversight Committee, Robert H. Smith School of Business, The University of Maryland at College Park, 1998-1999.

Member, Provost's Search Committee for Dean of College of Journalism, The University of Maryland at College Park, 1999.

Member, President's Awards Advisory Committee, The University of Maryland at College Park, 1998 and 1999.

Coordinator, The Andersen Consulting MBA Case Competition, The Robert H. Smith School of Business, The University of Maryland at College Park, 1998 and 1999.

Chair, Strategy Area Search Committee, The Robert H. Smith School of Business, The University of Maryland at College Park, 1997-1998.

Advisor, Strategy Area Ph.D. Program, The Robert H. Smith School of Business, The University of Maryland at College Park, 1998-2003.

Member, Executive Programs Advisory Committee, Robert H. Smith School of Business, The University of Maryland at College Park, 1995-2000.

Member of the campus-level "Strategy Advisory Committee" to the President of The University of Maryland at College Park, 1995-1998.

Chair, Research Grants Committee, College of Business and Management, The University of Maryland at College Park, 1995-1996.

Coordinator, Experiential Learning Module on International Business, MBA Program, College of Business and Management, The University of Maryland at College Park, 1993-1998.

Member, Provost's Strategic Planning Committee for the Campus, The University of Maryland at College Park, 1994-1995.

Chair, MBA Oversight Committee, College of Business and Management, The University of Maryland at College Park, 1992-1994.

Chair, College-wide Strategic Planning Committee, College of Business and Management, The University of Maryland at College Park, 1990.

Coordinator, Ph.D. program in strategic management, College of Business and Management, The University of Maryland at College Park, 1989-91.

Coordinator, MBA Case Competition, College of Business and Management, The University of Maryland at

College Park, 1989-1991.

Member, Search Committee for Strategy Area Faculty, Department of management and Organization, College of Business and Management, University of Maryland at College Park, 1989-90.

Member, Career Review Sub-Committee (for tenure review of a specific candidate), College of Business and Management, University of Maryland at College Park, 1989-90.

Member, Career Review Sub-Committee (for tenure review of a specific candidate), College of Business and Management, University of Maryland at College Park, 1988-89.

Member, Computer Committee, College of Business and Management, University of Maryland at College Park, 1988-1989.

Member, Search Committee for Program Manager, Maryland Center for Productivity and Quality, University of Maryland at College Park, 1989.

Member, Dean's Internal Audit Committee, The Maryland Center for Productivity and Quality of Working Life, College of Business and Management, University of Maryland at College Park, 1987-1988.

Co-Organizer, Visiting Speaker Series, Department of Management and Organization, College of Business and Management, University of Maryland at College Park, 1987-1988.

Member, Search Committee for Assistant/Associate Dean for Executive Programs, College of Business and Management, University of Maryland at College Park, 1988.

Member, Coordinating Group, CBM-Danish Institute of Management Joint Venture, 1988.

Member, College of Business and Management's Steering Committee on Strategic Initiatives, 1988.

Member, College Undergraduate Committee, College of Business and Management, University of Maryland at College Park, 1987-1989.

Member, Dean's External Affairs Task Force, College of Business and Management, University of Maryland at College Park, 1987.

Delivered keynote speech on "Productivity and the quest for competitive advantage" at the biannual membership meeting of The Maryland Center for Productivity and Quality of Working Life, Columbia, Maryland, April 1987.

Member, Dean's Computer Integration Task Force, College of Business and Management, University of Maryland at College Park, 1986-87.

Member, International Research and Teaching Task Force, College of Business and Management, University of Maryland at College Park, 1987.

Member, Ph.D. Selection Committee, Department of Management and Organization, College of Business and Management, University of Maryland at College Park, 1987-Present.

Member, Steering Committee, Master's Program in Management Information Systems, School of Management, Boston University, 1984-86.

Chairman, Doctoral Program, School of Management, Boston University, 1985-86.

Doctoral Program Coordinator, Management Policy Department, School of Management, Boston University, 1981-86.

Faculty-in-Residence, Boston University, 1980-85.

## **Media Interviews, Citations, And Publications**

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2004-2006: Interviewed by many of the top business newspapers and magazines in China and India.

Gupta, A.K. Invited by *The Economic Times* (India's #1 business daily) to write four articles on "Globalization." These articles were published on Dec 19, 2003, Dec 26, 2003, Jan 2, 2004, and Jan 9, 2004.

Gupta, A.K. November 13, 2000. The case for meta-morphosis: Anil Gupta describes a smarter way to conglomerate. Featured in an article in the technology business magazine *Red Herring*.

Gupta, A.K., & Govindarajan, V. February 20, 1998. Creating a global mindset. *The Financial Times*: (supplement on "Mastering Global Business").

Govindarajan, V., & Gupta, A. February 6, 1998. Turning global presence into global competitive advantage. *The Financial Times*: 3-5 (supplement on "Mastering Global Business").

Gupta, A.K., & Govindarajan, V. January 30, 1998. How to build a global presence. *The Financial Times*: 10-11 (supplement on "Mastering Global Business").

Govindarajan, V., & Gupta, A. January 30, 1998. Setting the course for the new global landscape. *The Financial Times*: 3-5 (supplement on "Mastering Global Business").

*Management* (a leading Italian business magazine), September 1992. Interviewed for and featured in an article titled "Hanno ragione loro" by Chiara Terraciano, Daniela Bezzi, and Alessandra Albertoni.

*Export Today Magazine*, September 1991. Authored an invited article titled "Finland: A rich country that works."

*The Washington Post*, December 3, 1990. Quoted by reporter Cindy Skrzycki in an article on whether mergers create value and, if so, for whom.

*The Baltimore Sun*, April 11, 1990. Quoted by Business Editor Philip Moeller in article featuring the 1990 Maryland MBA Case Competition.

*Talouselama* (Finland's leading business magazine), October 6, 1989. Authored an article titled "Kahden kortin peli" (or "a game with two cards") on the risks and rewards associated with mixing cost leadership and differentiation strategies within the same business.

*Kauppalehti* (Finland's leading business newspaper), September 12, 1989. Quoted by reporter Kristiina Hallman in an article featuring my talk on "shareholder value considerations and strategic management" to the Strategic Management Society of Finland.

*The Washington Post*, March 27, 1989. Quoted by reporter B.H. Lawrence in an article analysing Black & Decker's plan to acquire Emhart Corp.

*The Wall Street Journal*, November 23, 1988. Quoted by reporter Jolie Solomon in an article that featured my research with M.S. Taylor on executive career movements.

*U.S.A. Today*, August 20, 1984. Quoted by reporter Mark Lewyn in a wire service article on key determinants of firm survival in high technology industries.

*Emhart News*, July 1981. This is an internal house organ of Emhart Corporation, a large Fortune 500 diversified company. I was interviewed for and featured in an article titled "BU, Harvard Profs Probe Strategic Plan."

## **Other Professional Activities**

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Visiting Professor, Stanford University, Jan-Dec 2000.

Visiting Associate Professor, Dartmouth College, Jan-June 1992.

Visiting Professor, Bocconi Business School (Italy's #1 ranked business school), Milan, Italy, July 1989, July 1990, May 1991, July 1992, May 1993, July 1994, July 1995, July 1996.

Visiting Professor, IPMI - Indonesian Institute of Management (Indonesia's #1 ranked business school), Jakarta, Indonesia, June 1992.

Visiting Professor, Helsinki School of Economics (Finland's #1 ranked business school), Helsinki, Finland, May 1987 and June 1988.

Member of various academic societies including Academy of Management, Strategic Management Society, Institute of Management Sciences, and Academy of International Business.

Elected as Charter Member of TiE Silicon Valley, iCEO – TiE DC, and Asian Silicon Valley Connection.

## **Corporate Boards, Consulting, and Executive Development**

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Member, Board of Directors, TiE-DC, March 2004-Present.

Member, Board of Directors, NeoMagic Corporation (NASDAQ), November 2000-Present.

Member, Board of Directors, Omega Worldwide Inc. (NASDAQ), July 1998-2003.

Member, Board of Directors, Vitalink Pharmacy Services (NYSE), June 1992-1999.

*USA (partial list):* IBM, National Semiconductor, Northrop Grumman, Lockheed Martin, Georgia-Pacific, Norrel Services, Marriott Corp, Monsanto, National Association of Electrical Distributors, Price Waterhouse, Honeywell, Wharton Strategy Program, Maryland Government Executives Institute.

*China:* Huawei Technologies, China Executive Leadership Academy Pudong.

*India:* Indian Oil, Indian Railways.

*Mexico:* Cemex Group, Penoles Group.

*Europe:* ABB, Ruukki, Sonera, Finnair, Tietoenator, UPM-Kymmene, Metso, Amer Group, Tampella Group, IRI Group.

*Egypt:* Faculty, Executive Development Program, Management Development Initiative, Cairo, December 2002, 2003, 2005, 2006.