

**SURESH KOTHA**  
<http://www.skotha.com>  
Updated: September 2017

**Current Position**

**Chair and Professor**

Olesen/Battelle Excellence Chair in Entrepreneurship (Since 2004)  
Management Department and Organization  
Foster School of Business, University of Washington

**Research Director**, Since August 2009 to present  
Buerk Center for Entrepreneurship  
Foster School of Business, University of Washington

**Faculty Director**, August 2004 to 2009  
Center for Innovation and Entrepreneurship  
Foster School of Business, University of Washington

**Executive Director**, August 2002 to August 2004  
Center for Innovation and Entrepreneurship  
University of Washington

**Associate Director**, January 2001 – August 2002  
Center for Innovation and Entrepreneurship  
Foster School of Business, University of Washington

**Professional  
Chronology**

1986-Present	Teaching, Research and Consulting
1980-1988	Graduate School
1975-1980	Undergraduate School

**Professional  
Associations**

Strategic Management Society  
Academy of Management

**Editorships**

Field Editor, Journal of Business Venturing, 2012-2016

**Editorial Boards**

Strategic Entrepreneurship Journal, Since 2008  
Strategic Management Journal, Since 1996-2008  
Journal of Operations Management (1996-2001)  
Academy of Management Journal (1994-1996)

**Professional Interests**

Research in entrepreneurship, competitive strategy, and technological innovation.

**Personal Data**

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Foster School of Business  
University of Washington  
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## **EDUCATION**

### **DOCTOR OF PHILOSOPHY in Business Policy, May 1988.**

Rensselaer, Troy, New York.

Major fields: Business Policy and Strategy, and Operations Strategy.

### **MASTER OF SCIENCE in Industrial Engineering, May 1986.**

Rensselaer, Troy, New York.

Major fields: Manufacturing Technology and Computer Simulation Techniques.

### **MASTER OF BUSINESS ADMINISTRATION, December 1983.**

Rensselaer, Troy, New York.

Major Fields: Management of Technology.

### **MASTER OF ARCHITECTURE, May 1982.**

Rensselaer, Troy, New York.

Major Fields: Energy Conscious Design and Low Income Urban Housing.

### **BACHELOR OF ARCHITECTURE, May 1980.**

University of Madras, India.

Major Field: Architectural Design

## **EMPLOYMENT HISTORY**

### **Chair, Management and Organization Department, Foster School of Business, UW July 2015-**

- Responsible for 23 tenure-track faculty members, 21 part-time faculty members and three staff members
- Responsible for a budget of \$7 million annually.
- The department is responsible for roughly 40% of course content taught in the undergraduate and graduate programs at Foster. The content is focused primarily on strategy, organizational behavior, leadership, HRM, and entrepreneurship courses.
- Led the effort to successfully introduce a **MS program in entrepreneurship** in 2016-2017.
- Led the effort to revitalize the HRM undergraduate curriculum and graduate entrepreneurship curriculum.

### **Research Director, Buerk Center for Entrepreneurship, Since August 2009 to present**

### **National University of Singapore, Singapore, Visiting Professor, September 2010- June 2011.**

### **Indian School of Business, Hyderabad, Visiting Professor November 2004 - January 2005.**

### **Director, Center for Innovation and Entrepreneurship, University of Washington Business School. 2002-2004.**

- Developed, managed, and nurtured support for entrepreneurship activities with CTE constituencies and served as the primary contact with them. CTE's key University constituencies include: students interested in entrepreneurship, faculty fellows affiliated with CTE, UWTT, UW Research Centers, UW schools/departments, and UW branches. CTE's Key external

constituencies include: CTE's advisory board, UW Alumni network, Corporate and VC partners, and Directors of Entrepreneurship Centers internationally.

- Designed and launched a new doctoral program in Technology Entrepreneurship.
- Initiated a Annual Research Symposium in collaboration with other Entrepreneurship Centers (Oregon, Stanford and British Columbia) in the Pacific North West.
- Designed and helped implement an International Business Plan Competition for Social ventures.
- Designed and launched the CTE-Stars program for new venture creation in collaboration with Pacific Northwest National Laboratories and Battelle.
- Worked with CTE's Advisory board to initiate a strategic planning process for the center with help from AT Kearny.
- Successfully directed the implementation of UW's Annual Business Plan Competition and helped with the fund raising and garnering sponsorship for this annual event to a tune of \$100,000 each year. This program is now in its 6<sup>th</sup> year and attracts over 45 students teams and 250 people from Seattle's Entrepreneurship Community.
- Designed and launched a Business Plan Competition for the EMBA program. The Business Plan Competition will serve as the program's capstone experience course.
- Developed curriculum activities in entrepreneurship.
  - Revised all curriculum program activities (graduate and undergraduate) for UW students, which includes business and non-business programs,
  - Increased undergraduate enrolled by over 75% and graduate enrollment by 15% over two years,
  - As a co-director of the Technology Certificate Program helped recruit, retain, and enable non-business students complete CTE's certificate program, and
  - Worked with CTE constituencies to cultivate a portfolio of technologies to be explored for market potential and commercialization.
- Managed and implemented CTE's budget and developed a fundraising strategy for successive fiscal years.
- Managed all outreach activities such as the High-tech speaker series, and Entrepreneur in residence program and assisted student clubs and faculty to invite speakers on entrepreneurship.
- Wrote CTE's business plan and presented it to CTE constituencies and gained their acceptance
  - Revised all marketing materials and brochures for the Center and initiated comprehensive newsletters.
- Recruited, hired, and provided leadership to Center staff and prepared staff performance evaluations.

**Associate Director for Academic Programs, Center for Innovation and Entrepreneurship,**  
University of Washington Business School. 2001-2002.

- Worked with department Chairs to develop curriculum and research activities in entrepreneurship.

- Directed all curriculum undergraduate program activities for all UW students, which includes business and non-business programs
- Developed and implement a Ph.D. program in technology entrepreneurship

**Director, Ph.D. Program – Management and Organization Department.** Provided leadership and helped revise the Ph.D. Program at the department level. Was also responsible for recruiting new students into the program and coordinating activities with the School-level administrators.

**School of Business Administration,** University of Washington, Associate Professor in Management and Organization, 1996-Present (Tenured in 1998).

**Leonard N. Stern School of Business,** New York University, Assistant Professor in Management and Operations Management Departments, 1988 - 1996.

**Graduate School of International Management,** International University of Japan, Niigata, Japan, Visiting Assistant Professor January 1993 - June 1993.

**School of Management,** Rensselaer Polytechnic Institute, Instructor, School of Management, Summer 1987 - 1988.

**Center for Manufacturing Productivity and Technology Transfer,** Rensselaer. Research Associate, 1984 - 1988.

**Center for Continuing Education,** Rensselaer. Instructor, Management Development Program for Executives, 1983-1987.

**School of Management,** Rensselaer, **Instructor,** Summer High School Program, 1986.

## **COURSES TAUGHT**

### **Doctoral Program:**

Contemporary Research in Strategy  
Technology and Entrepreneurship  
Theoretical Foundations of Entrepreneurship

### **Executive MBA:**

Corporate Entrepreneurship  
International Management  
Competitive Strategy and Analysis  
Strategic Management of Technology and Innovation

### **MBA:**

Corporate Entrepreneurship  
Ecommerce: Competing on the Internet  
Competitive Strategy  
Manufacturing Strategy  
Management of Technology  
Operations Management

### **Undergraduate:**

Operations Management  
Business Policy  
Introduction to Management

### **HONORS AND ACADEMIC GRANTS**

- Recipient of the Lex N. Gamble *Award for Excellence in Case Development and Curriculum Innovation*, June 2015.
- Recipient of the *Teacher of Year Award*. Technology Management MBA Program. Foster School of Business, University of Washington, 2011-2012 Academic Year.
- Recipient of the *Teacher of the Quarter Award* (Winter 2012). Technology Management MBA program. Foster School of Business, University of Washington.
- Recipient of the *Teacher of Year Award*. Technology Management MBA program. Foster School of Business, University of Washington, 2009-2010 Academic Year.
- Recipient of the *Stevens Institute Best Paper award on Corporate Entrepreneurship*. Babson Entrepreneurship Research Conference, 2005.
- Recipient of *International Award for Faculty Excellence*, June 2004. Awarded by the UW Business School Dean.
- Recipient *Dean's Citizenship Award*, UW Business School, October 2003.
- Recipient of *Evert McCabe Fellowship Award*, September 2003-2006. Granted through the Dean's office, UW Business School.
- Recipient of *Neal Dempsey Research Fellowship Award*, April 2002-2003. Granted through the Dean's office, UW Business School.
- Recipient of *Lex N. Gamble Family Award* for Excellence in the field of E-Commerce, May 2001. Awarded by the UW Business School Dean.
- Recipient of *Neal Dempsey Research Fellowship Award*, April 2001-2002. Granted through the Dean's office, UW Business School.
- Recipient of research funding from **Herbert Jones Foundation**. Granted through the UW Business School's *Center for Entrepreneurship and Innovation*, June 2001.
- Recipient of research funding from **Herbert Jones Foundation**. Granted through the UW Business School's *Center for Entrepreneurship and Innovation*, June 2000.
- Recipient of research funding from **UW's CIBER Center**, April 2001, April 2000, April 1999, April 1998.

- Recipient of research funding from *Columbia University's Center for International Business Research*, Columbia University Business School, 1995.
- **NSF Grant Co-Recipient** (NSF 94-27/July 15, 1994, Management of Technology Innovation).
- Recipient of two **Tenneco Fund Program Awards**, Management Department, NYU, one in 1991 and the other in 1994.
- Recipient of research funding from the *Sol C. Snider Entrepreneurial Center, The Wharton School*, University of Pennsylvania.
- Recipient, **Best Paper Awards, OM Division**, Academy of Management Meeting, 1992.
- Recipient, **Best Paper Awards, OM Division**, Academy of Management Meeting, 1991.
- **Fellowship Recipient, School of Architecture** (1980-1982) and **School of Management** (1983-1988), Rensselaer Polytechnic Institute. Troy, New York
- **University Rank Holder**, placed second in the final year B. Arch examinations. University of Madras, India.
- Recipient of the **A. L. Mudaliar Award for Design Excellence** in the final year B. Arch examinations. University of Madras, India.
- Ranked #1 for the first four years of the 5-year program in my UG Architecture program.

#### PAPERS UNDER REVIEW

- Narrative enactment: The dynamic co-construction of early stage entrepreneurial stories (with Alex Murray and Greg Fisher). R&R at *Organization Science*.
- Why silence is golden: Firm participation in social media in an IPO context. R&R at *Strategic Management Journal* (with A. Borah; D. Park; E. Cox).
- Historical reasoning in the emergence of firm capabilities: The unfolding saga of the Boeing 787-airplane program. Paper currently under review at Strategic Management Journal (with A. Murray; D. Wadhvani). First round.

#### WORKING PAPERS

- Launch on a high note: How prefunding affects crowdfunding outcomes. Foster working paper being readied for submission to MIS Quarterly (with A Garimella, M. Fa, W. You). Target date: **October 15<sup>th</sup>**.
- Fast and Slow: New Venture Audiences and Individual Decisions to Support an Entrepreneurial Endeavor. Indiana University Working Paper. Being readied for submission later this quarter. Target Journal: Academy of Management Review (with G. Fisher).
- Fast and Slow: Individual decisions to support new ventures and the implications for entrepreneurial resource provision. Being revised for submission to *Academy of Management Review* (with Greg Fisher).

- Boundary Emergence: The unfolding Saga of Boeing's 787 Airplane Program. Currently being revised for submission. Foster School of Business, *Working Paper*.
- New Venture Identification and Evaluation: The Role of Entrepreneurial Identity and Identification in Resource Allocation Decisions. Foster School of Business, *Working Paper*, September 2014.
- The Creation and Evolution of Trust: The Case of eBay and its Rivals in Online Auctions. Being revised for submission. Foster School of Business, *Working Paper*, September 2013.

### **REFEERED TOP-TIER PUBLICATIONS**

1. Catching fire and spreading it: A glimpse into displayed entrepreneurial passion in crowdfunding campaigns (with Jason Li, Xiaoping Chen and Greg Fisher). *Journal of Applied Psychology*, 102 (7), 1075-1090, 2017.
2. Changing with the Times: An Integrated View of Legitimacy, Institutional Logics, and New Venture Cycles (with G. Fisher and A. Lahiri). *The Academy of Management Review*, 41(3): 383-409, 2016 (Lead Article).
3. Does Signaling Still Matter? Replication Study on Firm's Signaling Efforts on Wealth Retention during the IPO Process. *Strategic Management Journal* 37 (11), 2362-2377, 2016.
4. Search and Integration In External Venturing: An Inductive Examination Of Corporate Venture Capital Units (With S. Basu and C. Phelps). *Strategic Entrepreneurship Journal* 10(2): 129-152, 2016 (Lead Article).
5. Corporate Venture Capital Portfolios and Firm Innovation (with A. Wadhwa and C. Phelps). *Journal of Business Venturing*, 31, 95-112, 2016.
6. Managing a Global Partnership Model: Lessons from the Boeing 787 'Dreamliner' Program (with Kannan Srikanth). *Global Strategy Journal*, 3(1), 41-66, 2013.
7. The Role of the Entrepreneur in Technology Entrepreneurship (with C. Beckman, K. Eisenhardt, A. Meyer, N. Rajagopalan). *Strategic Entrepreneurship Journal*, 6(3), 2012
8. Technology Entrepreneurship (with C. Beckman, K. Eisenhardt, A. Meyer, N. Rajagopalan). *Strategic Entrepreneurship Journal*, 6(2): 89-94, 2012.
9. Towards Understanding Who Makes Venture Capital Investments and Why (with S. Basu and C. Phelps). *Journal of Business Venturing*, 26, 2, pp. 153-171, 2011.
10. Spillover, Spill-Ins, and Strategic Entrepreneurship: America's First Commercial Jet Airplane and Boeing's Ascendancy in Commercial Aviation. *Strategic Entrepreneurship Journal*, 4, 4, pp. 284-306, 2010. [Lead paper in the special issue on 'knowledge spillovers.']
11. The Passion And Preparedness in Entrepreneurs' Business Plan Presentations: A Persuasion Analysis of Venture Capital Funding Decisions *Academy of Management Journal* 52, 1, pp. 199-124, February 2009 (With X. P. Chen and X. Yao).

12. Standing out: how new firms in emerging markets build media reputation. *Strategic Organization* Vol. 5 (1), pp. 31-70, 2007 (with V. Rindova and A. Petkova).
13. Exploration and Knowledge Creation through External Venturing: Evidence from the Telecommunication Equipment Manufacturing Industry. *Academy of Management Journal*, 49, 4, pp. 819-835, August 2006 (with Anu Wadhwa).
14. Technological Sophistication versus Cultural Similarity: An Empirical Analysis of Country Factors Influencing Location Decision in The Internationalization of Internet Firms. *Journal of Management*, February 2006; 32: 56-82 (with F. Rothaermel and H. K. Steensma)
15. Does Online Customer Experience Affect the Performance of E-Commerce Firms? *Journal of Business*, 77, 2, pp. S100-S134, 2004 (with S. Rajgopal and M. Venkatachalam).
16. The Value Relevance of Network Advantages: The Case of Ecommerce Firms. *Journal of Accounting Research*, 41, 1, 2003, pp.135-163 (with S. Rajgopal and M. Venkatachalam).
17. Managerial actions, stock returns, and earnings: The case of business-to-business Internet firms. *Journal of Accounting Research*, 40, 2, May 2002 (with S. Rajgopal and M. Venkatachalam).
18. Continuous Morphing: Competing through dynamic capabilities, form and function. *Academy of Management Journal*, 44(6): 1263-1280, 2001 (with V. Rindova).
19. Assets and Actions: Firm-specific factors in the internationalization of US Internet firms. *Journal of International Business Studies*, 32(4): 769-791, 2001 (with V. Rindova and F. Rothaermel).
20. Nair, A. & Kotha, S. Do Groups Matter? The Case of the Japanese Steel Industry. *Strategic Management Journal*, 22 (3), 2001, pp. 221-236.
21. Kotha, S. & Swamidass, P. M. Strategy, Advanced Manufacturing Technology and Performance: Empirical Evidence from U.S. Manufacturing Firms. *Journal of Operations Management*, 18, 2000, pp. 257-277.
22. Berman, S., Wicks, A., Kotha, S., & Jones, T. M. Does Stakeholder Orientation Matter? An Empirical Examination of the Relationships Between Stakeholder Management Models and Firm Financial Performance. *Academy of Management Journal*, 42, 5, pp. 488-506, 1999.
23. Swamidass, P. & Kotha, S. Explaining manufacturing technology use, firm size and performance using a multidimensional view of technology. *Journal of Operations Management*, 17 (1998), 23-37.
24. Kotha, S. & Nair, A. Strategy and Environment as Determinants of Performance: Evidence from the Japanese Machine Tool Industry. *Strategic Management Journal*, 16, 497-518, 1995.
25. Kotha, S. Mass Customization: Implementing the Emerging Paradigm for Competitive Advantage. *Strategic Management Journal*, Summer Special Issue, 16, 21-42, 1995.
26. Baum, J. A. C., Korn, H. J. & Kotha, S. Technological Discontinuities and Population Dynamics: Founding and Failure of Facsimile Service Organizations, 1969-1991. *Social Science Research*, 24, 97-135, 1995.
27. Kotha, S., Dunbar, L. R. M, & Bird, A. Strategic Action Generation: A Comparison of Emphasis Placed on Generic Competitive Methods by U. S. And Japanese Managers. *Strategic Management Journal*, 16, 3, 195-220, 1995.



28. Kotha, S. & Vadlamani, B. Assessing Generic Strategies: An Empirical Investigation of Two Typologies in Discrete Manufacturing Industries, *Strategic Management Journal*, 16, 1, 75-83, 1995.
29. Garud, R. & Kotha, S. Using The Brain as a Metaphor to Model Flexible Productive Units. *Academy of Management Review*, 19, 4, 671-698, 1994.
30. Kotha, S. and Orne, D. L., Generic Manufacturing Strategies: A Conceptual Synthesis. *Strategic Management Journal*, 10, 211-231, 1989.\*

### **OTHER PUBLICATIONS**

31. Dynamic capabilities and organizational change: An Integration. (with S. Basu). Forthcoming in *Behavioral Strategy: Emerging Strategies*, edited by T.K. Das. Information Age Publishing, Charlotte, NC.
32. Entrepreneurial Identity and resource acquisition: The role of venture identification (with G. Fisher). Forthcoming in *Oxford Handbook on Creativity, Innovation, and Entrepreneurship*, edited by M. Hitt and C. Shalley, 2015.
33. Corporate Venture Capital: Important Themes and Future Directions (with Basu, & Wadhwa). *The Handbook of Corporate Entrepreneurship*. 2013.
34. Dynamic capabilities and organizational change: An Integration. (with S. Basu). Forthcoming in *Behavioral Strategy: Emerging Strategies*, edited by T.K. Das. Information Age Publishing, Charlotte, NC
35. Learning objectives and uncertainty resolution: An examination of the structure of Corporate Venture Capital relationships. *Frontiers of Entrepreneurship Research*, 2006 (with A. Wadhwa, and S. Basu.).
36. Reputation Building and Firm Performance: An Empirical Analysis of Top-50 Pure Internet Firms. *European Journal of Management*, 19, 6: 571-586, 2001 (with S. Rajgopal and V. Rindova).
37. Dunbar, R. & Kotha, S. Exploiting Institutional and Cultural Constraints: The Case of Sanyo Electric in the United States. *Advances in International Comparative Management*, Vol. 13, 2000, pp.149-174.
38. Dunbar, L. R. M, Garud, R. & Kotha, S., Steinway: A case of “reputation by design.” *Corporate Reputation Review*, 1, (3), pp. 283-288, 1998.
39. Kotha, S. Competing on the Internet: How Amazon.com is rewriting the rules of competition in the Book Retailing Industry. *Advances in Strategic Management*, 15, pp. 239-265, 1998.
40. Kotha, S. Competing on the Internet: The Case of Amazon.com. *European Journal of Management*, 16, 2, pp. 212-222, 1998.
41. Swamidass, P. M. & S. Kotha. Advanced Manufacturing Technology Use: Exploring the Effect of the Nationality Variable. *International Journal of Production and Operations Research*, 36, 11, pp. 3135-3146, 1998.
42. Kotha, S. From Mass Production to Mass Customization: The case of the National Industrial Bicycle Company of Japan. *European Journal of Management*, 14 (5), 442-450, 1996.

43. Kotha, S. Mass Customization: A Paradigm for Organizational Learning and Knowledge Creation. *International Journal of Technology Management*, 11, 7/8, 846-858, 1996 (Invited).
44. Parthasarthy, R. & Kotha, S. The Dynamics of Strategies and Manufacturing Technology Relationship: A Process Framework, *International Journal of Vehicle Design*, 16, 2/3, 126-139, 1995.
45. Kotha, S. A Review of *Mass Customization* by Joseph Pine II. Harvard University Press. *Academy of Management Review*, 19, 3, 588-592, 1994.
46. Kotha, S., Bird, A. & Kennelly, J., Negoro, T. & Fujita, S. Competitive Strategy And Manufacturing Technologies: American And Japanese Perspectives. *Technologic and Management*, 42, 3, 111-114, 1993.
47. Orne, D. and Kotha, S. Linking Manufacturing Complexity and 'CIM' Technology. *International Journal of Computer Applications in Technology*, 1, 21-24, 1989.

### **BOOK CHAPTERS**

48. Basu, S., Wadhwa, A., & Kotha, S. Corporate Venture Capital: Important Themes and Future Directions. Forthcoming. *The Handbook of Corporate Entrepreneurship*. Forthcoming.
49. Kotha, S. & Basu, S. "Online Retailers as Market Markers: The Case of Amazon.com and eBay.com." Forthcoming in G. Hamilton et al., (eds.), **The Market Makers: How Retailers are Reshaping the Global Economy**, Oxford University Press, 2011, pp. 155-180.
50. Wadhwa, A., Corey, P. & Kotha, S. (2010) Creating Exploratory Innovations by Learning from Entrepreneurial Ventures. D.B. Audretsch et al. (eds.), *New Frontiers in Entrepreneurship: Recognizing, Seizing, and Executing, Opportunities*, Chapter 8, pp. 147- 173.
51. Desa, G. & Kotha S. "Technology Social Ventures and Innovation: Understanding the Innovation Process at Benetech," in Perrini, F (editor) **The New Social Entrepreneurship: What Awaits Social Entrepreneurial Ventures**, Edward Elgar Publishing, 2006.
52. G. Desa and S. Kotha, Ownership Mission And Environment: An Exploratory Analysis Into The Evolution of A Technology Social Venture in Mair, J. et al. (Eds) *Social Entrepreneurship*, 2006.
53. Rindova, V., Wiltbank, R., & Kotha, S. Competitive Actions and Wealth Creation by Internet Ventures. In J. Butler (ed.), *Ecommerce and Entrepreneurship*, Greenwich, CT: Information Age Publishing, 2001, pp. 105-126.
54. Sarasvathy, S. and Kotha, S., Managing Knightian Uncertainty in the New Economy: The RealNetworks Case. In J. Butler (ed.), *Ecommerce and Entrepreneurship*, Greenwich, CT: Information Age Publishing, 2001, pp. 31-62.
55. Kotha, S., Caeldries, F. & Schendel, D. Strategic and Environmental Correlates of Performance: Evidence from the Japanese Automobile Manufacturers. In H. Thomas & D. O'Neal (eds.) **Strategic Discovery: Competing in New Arenas**. John Wiley & Sons, 1997.
56. Kotha, S., Nair, A. & Vadlamani, B. S. Generic Strategy Research: Applications of LISREL and Smallest Space Analysis. In M. Ghertman, J. Obadia, and J. Arregle (eds.) *Statistical Models for Strategic Management*, Kluwer, 1997, pp.29-54 (Invited).

57. Bird, A. & Kotha, S. U.S. and Japanese Perceptions of Advanced Manufacturing Technologies: Revitalizing the Convergence/Divergence Debate. *Advances in International Relations and International Business*, 6, pp. 73-102, JAI Press: Greenwich, CT. 1994.
58. Kotha, S. Manufacturing Strategy Research Options: Implications for Global Manufacturing. In Berg, D. & Wallace, W. (eds.) *Global Manufacturing: Technological Economical Opportunities and Research Issues*. Advances in Applied Business Strategy, pp. 243-273, JAI Press: Greenwich, CT. 1993.
59. Orne, D., Kotha, S., Erickson, R. Planning for Managers in the Middle. *Tool and Manufacturing Engineers Handbook*, 5, pp. 1-21, 1988.

### CONFERENCE PROCEEDINGS

60. A. Borah, S. Kotha, D. Park, and E. Pahnke, Why is silence golden? Firm participation in social media in IPO context. *Academy of Management Best Paper Proceedings*, 2015.
61. A. Wadhwa, S. Basu, and S. Kotha. Learning objectives and uncertainty resolution: An examination of the structure of CVC relationships. *Frontiers of Entrepreneurship Research*, 2006.
62. Nair, A. & Kotha, S. Do Groups Matter? The Case of the Japanese Steel Industry. *Academy of Management Best paper proceedings*, expanded version, 1996.
63. Kotha, S. & Nair, A. Does strategy matter? A dynamic analysis of Japanese Machine Tool Industry. The *Second IFSAM Conference Best Paper Proceedings*, Dallas, August 1994.
64. Kotha, S. & Swamidass, P. M. A U.S. and Japan Comparison: Business and Manufacturing Strategy Practices in the Machine Tool Industry. *Proceedings of the National Conference of the Decision Science Institute*, Hawaii, November 1994.
65. Kotha, S. and Orne, D. L. Concept of Fit in Manufacturing: Implications for Investments in CIM Technologies. In Berg, D. & Wallace, W. (eds.) *Global Manufacturing: Technological Economical Opportunities and Research Issues*. Advances in Applied Business Strategy, pp. 189-210, JAI Press: Greenwich, CT. 1993 (Invited).
66. Kotha, S. & Swamidass, P. M. Advanced manufacturing technology, size, business strategy: An exploratory test of the relationships, *Academy of Management Best Paper Proceedings*, pp. 297-299, 1992. This paper received the “best paper award” for the POM division of the Academy of Management during that year.
67. Kotha, S., Bird, A, Kennelly, J., Negoro, T. & Fujita, S. Competitive Strategy and Manufacturing Technologies: American And Japanese Perspectives, *CEMIT Conference Proceedings*, Tokyo, Japan, September, 1992.
68. Kotha, S., Dunbar, L. R. M, & Bird, A. Exploring Patterns in Business Strategy: An Empirical Comparison of U. S. and Japanese Approaches. *The First IFSAM Conference Best Paper Proceedings*, Tokyo, pp. 106-109, September 1992.

69. Kotha, S. Advanced Manufacturing Technologies, Manufacturing Structure and Business Strategies: a Proposed Framework, *Academy of Management Best Paper Proceedings*, pp. 293-297, 1991. This paper received the “best paper award” for the POM division of the Academy of Management during that year.

### MULTIMEDIA CASES

- Kotha, S. & Dunbar, R. *Steinway & Sons. A Multimedia Case* published by Irwin/McGraw-Hill, January 2001.
- Kotha, S. *Starbucks. A Multimedia Case* published by Irwin/McGraw-Hill, January 2001.

### CASE STUDIES

1. S. Kotha. Harley-Davidson: Transforming into a Global Enterprise. **Foster School of Business Case**, 2017.
2. R. McDonald & S. Kotha, Boeing 787: Manufacturing a Dream. **Harvard Business School Case**, 9-615-048, 2015.
3. A. Murray & S. Kotha. Kickstarter: A Means to Launch a New Board Game (A) (B) and (C). **Foster School of Business Case**, 2015.
4. S. Kotha & D. Glassman. “Ten Fold Organics.” **Strategic Management: An Integrated Approach**, 11<sup>th</sup> Edition by Hill, C. and Jones, G. Cengage Learning, 2014.
5. S. Kotha and Greg Fisher. “HomeGrocer, Inc.” **Strategic Management: An Integrated Approach**, 11th Edition by C. Hill and G. Jones, G. Cengage Learning, 2014.
6. S. Kotha. Boeing 787: The Dreamliner. **Foster School of Business Case**, University of Washington. June 2013.
7. S. Kotha & D. Glassman. “Ten Fold Organics.” **Foster School of Business Case**, 2009.
8. G. Fisher & S. Kotha, “HomeGrocer.com.” **Foster School of Business Case**, January 2009.
9. S. Kotha, and D. Glassman. “vCustomer: Establishing a global footprint.” **UW Business School Case**, 2007. This case was used for the Global Business Center case competition, 2007.
10. Kotha, S. Boeing vs. Airbus: Delays with A380 and its Strategic Consequences. **UW Business School Case**, October 2006.
11. S. Basu and S. Kotha, “vCustomer.” in C. Hill and G. Jones, **Strategic Management**, 2007.
12. R. Nolan and S. Kotha, Harley Davidson: Preparing for the Next Century. **Harvard Business School Case**, 9-960-410. May 2006.
13. S. Kotha and R. Nolan, Boeing 787: The Dreamliner, **Harvard Business School Case**, 9-305-101, 2005.
14. G. Desa & S. Kotha. Bookshare.org: A Technology Social Venture in Hill C. & G. Jones, **Strategic Management: An Integrated Approach**. 7th ed, Houghton Mifflin 2006.
15. S. Kotha and D. Glassman, Starbucks: Competing in a Global Market, **University of Washington Business Case**, 2002, Dess, et al., **Strategic Management**, 2<sup>nd</sup> Edition, McGraw-Hill, 2005, and C.

Hill & G. Jones, **Strategic Management Text and Cases**, Houghton Mifflin, 2006 (with Debra Glassman).

16. Kotha, S. eBay. **University of Washington Business School Case**, September 2001.
17. Kotha, S. PayPal. **University of Washington Business School Case**, November 2001.
18. Kotha, S. Global Aerospace & Defense Trading Exchange. **University of Washington Business School Case**, July 2000.
19. Kotha, S. Amazon.com: Expanding Beyond Books. *University of Washington Business School Case*, October, 1998. **Strategic Management: An Integrated Approach** by C. Hill & G. Jones, Fourth Edition, Houghton-Mifflin 2000.
20. Rothamel, F., Kotha, S. & Moxon, D. Wizards' of the Coast. University of Washington Business School Case, November, 1999. **Strategic Management: An Integrated Approach** by C. Hill & G. Jones, Fourth Edition, Houghton-Mifflin 2000.
21. Kotha, S. Net.B@nk. **University of Washington Business School Case**, September 1998.
22. Johnston, M. & Kotha, S. RealNetworks. **University of Washington Business School Case**, March 1998. **Strategic Management: An Integrated Approach** by C. Hill & G. Jones, Fourth Edition, Houghton-Mifflin 2000.
23. Schilling, M. & Kotha, S. Starbucks Corporation (A). **Strategic Management** by M. A. Hitt, et al., West Publishing 1998. Also reprinted in **Cases for Contemporary Strategy Analysis** by Grant, R. E. & Neupert, K. E. Second Edition, Blackwell Publishers, 1999.
24. Kotha, S. & Dooley, E. Amazon.com. **Strategic Management: An Integrated Approach** by C. Hill & G. Jones, Fourth Edition, Houghton-Mifflin 1997. Also reprinted in **Cases for Contemporary Strategy Analysis** by Grant, R. E. & Neupert, K. E. 2<sup>nd</sup> Edition, Blackwell Publishers, 1999.
25. Kotha, S., & Dunbar, R. Steinway & Sons. **Strategic Management: An Integrated Approach** by C. Hill & G. Jones, Fourth Edition, 1997. Also reprinted in **Strategic Management**, by M. A. Hitt et al. West Publishing 1998 and **Cases for Contemporary Strategy Analysis** by Grant, R. E. & Neupert, K. E. Second Edition, Blackwell Publishers, 1999.
26. Kotha, S. & Dutton, J. Transformation at Harley-Davidson. **Strategic Management: An Integrated Approach** by C. Hill & G. Jones, Fourth Edition, Houghton-Mifflin 1997. Also reprinted in **Managing Organizations and People: Cases in Management Organizational Behavior and Human Resource Management**, by Schuler, R. & Buller, P. South-Western Publishers, Spring 1999.
27. Kotha, S. & Dunbar, R. Sanyo Manufacturing Corporation. **Strategic Management**, by M. A. Hitt, et al., West Publishing 1998.
28. Kotha, S. & Fried, A. National Bicycle Industrial Company. Implementing a strategy of mass-customization strategy. **Strategic Management: An Integrated Approach** by C. Hill & G. Jones, Fourth Edition, Houghton-Mifflin 1997. Also reprinted in Schroder, R. **Operations Management**, 6<sup>th</sup> edition. Irwin/McGraw-Hill 1999.
29. Bird, A. & Kotha, S. *Suntory*. In R. Schuler (ed.) **Cases in Management and Organizational Behavior**. West Publishing: St. Paul, MN. 1997.

## **NATIONAL ACTIVITIES AND SERVICE**

2015

Organized and participated in the 13th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, September 2015.

Helped organize the 11th Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, September 2015.

Visual Mapping for Process Research. Presentation at the Embracing Process in Entrepreneurship Research, PDW Workshop. Academy of Management Meetings, Vancouver, Canada, August 2015.

Discussant. Entrepreneurial Resource Mobilization: Evidence from MOOCs, incubators, Angels and Crowdfunding. Symposium. Academy of Management Meetings, Vancouver, Canada, August 2015.

Why silence is golden: Firm participation in social media in an IPO context. Paper presented at the Academy of Management Meetings, Vancouver, Canada, August 2015.

Catch fire and spread it: A Glimpse into entrepreneurial passion in crowdfunding campaigns. Paper presented at the Academy of Management Meetings, Vancouver, Canada, August 2015.

2014

Organized and participated in the 12th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, September 2014.

Helped organize the 10th Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, September 2014.

2013

Organized and participated in the 11th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, September 2013.

Helped organize the 9th Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, September 2013.

2011

Research Paper presentation. Seminar Series, University of Michigan Business School, Ann Arbor, Michigan. Multi-theoretical approach to boundary emergence: The Unfolding Saga of the 787 program. October, 2011.

Back to School, Presentation on Entrepreneurship, EMBA Program, October 2011.

Organized and participated in the 9th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, August 2011.

Helped organize the 7th Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, August 2011.

Research Paper presentation. Seminar Series, the Indian School of Business, Hyderabad, India. Boundary Emergence: The Unfolding Saga of the 787 airplane.

Research Paper Presentation, Seminar Series, INSEAD, Singapore, March 2011. Boundary Emergence: The Unfolding Saga of the 787 airplane.

Research Paper Presentation. Emergence of Trust in Online Markets, Yonsei University, South Korea, April 2011.

2010

Research Paper Presentation. "Spillovers, Spill-ins and Strategic Entrepreneurship." National University of Singapore Business School, Singapore, October 2010.

Research Paper Presentation. "Spillovers, Spill-ins and Strategic Entrepreneurship." National University of Singapore Engineering School, Singapore, November 2010.

Invited presenter at the International Doctoral workshop on entrepreneurship at the Indian Institute Bangalore, India. October, 2010.

Organized and participated in the 8th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, August 2010.

Organized and participated in the 6th Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon, and University of Washington, August 2010.

2009

Organized and participated in the 7th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon and University of Washington, September 2009. Presented a paper and was a discussant for a session.

Organized and participated in the 5th Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, UC Irvine, University of Oregon and University of Washington.

2008

Organized and participated in the 6th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, University of Oregon and University of Washington.

Presented a paper and was a discussant for a session. The paper presented was: "The origins and Evolution of Trust: A Multi-level perspective." September 2008.

Organized and participated in the 4th Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, University of Oregon and University of Washington.

The origins and Evolution of Trust: A Multi-level perspective. Paper presented at the Academy of Management Meetings, Anaheim, CA, August 2008.

"Publishing in Top Tier Journals." Presentation given to the junior faculty consortium, TIMS Group, at the Academy of Management Meetings, Anaheim, CA, August 2008.

2007

Organized and participated in the 5th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, University of Oregon and University of Washington. Presented a paper and was a discussant for a session. The paper presented was: "The Passion and Preparedness in Entrepreneurs' Business Plan Presentations: A Persuasion Analysis of Venture Capital Funding Decisions." September 2007.

Organized and participated in the 3rd Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, University of Oregon and University of Washington.

Dynamic Capabilities: Synthesizing the RBV and Evolutionary Perspectives. Paper presented at the *Academy of Management Meetings*, Philadelphia, August 2007 (with S. Basu).

Learning Objectives and Uncertainty Resolution: An Examination of CVC Relationships. *University of Washington Business School Working Paper* (with A. Wadhwa and S. Basu). Paper presented the University of Maryland Entrepreneurship Conference, April 2007.

2006

Organized and participated in the 4th Annual West Coast Research Symposium, a program sponsored by Stanford University, USC, University of Oregon and University of Washington. I was a discussant at the conference.

Organized and participated in the 2nd Annual West Coast Doctoral Consortium, a program sponsored by Stanford University, USC, University of Oregon and University of Washington.

2005

Exploration and Knowledge Creation Through External Venturing: Evidence from the Telecommunication Equipment Manufacturing Industry. *UW Business School Working Paper*, 2005. This paper was presented at School of Business, University of Western Australia, April 2005

Ownership Mission And Environment: An Exploratory Analysis Into The Evolution of A Technology Social Venture (with G. Desa), Paper presented at IESE Barcelona, 2006.

Learning Objectives and Uncertainty Resolution: An Examination of CVC Relationships (With A. Wadhwa and S. Basu). Paper to be presented at the Babson Entrepreneurship Research Conference, Boston, June 2005.



The Passion Hueristic and Venture Capital's Investment Decision. *The University of Washington Business School Working Paper*, November 2004 (with X. P. Chen and X. Yao). Paper to be presented at the Babson Research Conference, Boston, June 2005.

Learning Under Uncertainty: Structural Hetrogeneity in CVC Relationships (with A. Wadhwa and S. Basu. Paper to be presented at Academy of Management Meetings, Honolulu, August 2005.

2004

Do Corporate Investors Harvest Exploitative or Exploratory Innovations from Corporate Venture Capital Investments. *UW Business School Working Paper*, January 2004. This paper was presented at the Strategic Management Society Conference, San Juan, Puerto Rico (with Anu Wadhwa).

“External Corporate Venturing and Organizational Learning”, Anu Wadhwa and Suresh Kotha, presented at Professional Development Workshop on *External Corporate Venturing & Organizational Learning: Current Status & Future Directions*, Annual Academy of Management Conference, August 2004, New Orleans.

“An Options Approach to Corporate Entrepreneurship.” This paper was presented at the Babson Conference, Glasgow, UK, 2004 (with Sandip Basu).

Responsible for organizing and staging the *Second West Coast Research Symposium on Technology Entrepreneurship* this Summer on UW campus. Over 21 academic papers were presented over a day and half of the conference.

2003

Presented paper at the Academy of Management Meetings in Seattle with Sandip Basu and Corey Phelps. Using an Options Lens to view Corporate Venture Capital Investments.

Responsible for designing and staging the *First West Coast Research Symposium on Technology Entrepreneurship* this Summer on UW campus. Over 16 academic papers were presented over a day and half of conference.

2002

BPS New Faculty Consortium, Co-Coordinator. *The Academy of Management Meetings*, August 2002, Denver, D.C.

2001

Relevance of Web Traffic to Internet Stock Market Prices. This paper was presented at the *BYU/UTAH Strategy Winter Conference March 2001*.

BPS New Faculty Consortium, Co-Coordinator. *The Academy of Management Meetings*, August 2001, Washington D.C.

E-Business: Where Strategy and Operations Meet. Panel Discussion Member. *The Academy of Management Meetings*, August 2001, Washington D.C.

E-Business Impact on Industries, Organizations, and Strategy. Discussant for this session. *The Academy of Management Meetings*, August 2001, Washington D.C.

OMT Meets the New Economy. Facilitator for this session. *The Academy of Management Meetings*, August 2001, Washington D.C.

Moderator and Presenter. State of Ecommerce in the US and Abroad. University of Pretoria, Gordon Institute of Business, Johannesburg, South Africa, August 2001.

Facilitator, eBusiness Conference. UW Business School, 2001.

**2000** Relevance of Web Traffic to Internet Stock Market Prices. This paper was presented at the *Strategic Management Society Conference*, October 2000 (with S. Rajgopal and M. Venkatachalam).

Action and Value: An Empirical Analysis of Action And Value: An Investigation of Internet New Ventures. This paper was *Strategic Management Society Conference*, October 2000. This paper has been nominated for the best paper award.

Reputation Building and Firm Performance: An Empirical Analysis of Top-50 Pure Internet Firms. This paper was presented at the *Academy of Management Meetings*, August 2000 (with S. Rajgopal and V. Rindova).

The Identities of Morphing Organizations: The case of Yahoo! and Excite. *Academy of Management Meetings Symposium*, August 2000 (with V. Rindova).

Beyond Guest Speakers: Teaching Courses on Internet Businesses. *Academy of Management Meetings Symposium*, August 2000.

Presenter. Creating an Online Brand. University of Pretoria, Gordon Institute of Business, Johannesburg, South Africa, August 2000.

Identifying firm specific factors in the internationalization of US Internet firms. Paper presented at the *Global Ecommerce Conference* organized by the CIBER Centers of UW and UCLA Business Schools and Anderson Consulting, Santa Cruz, CA., April 2000 (with V. Rindova and F. Rothaermel).

**1999** Corporate Reputation on the Internet: The Case of Amazon.com. Paper presented at the *Academy of Management Meetings*, August 1999 (with V. Rindova).

**1998** Do Groups Matter? The Case of the Japanese Steel Industry. Paper presented at the *Academy of Management Meetings*, August 1998 (With A. Nair).

**1997** Using Complex Constructs for Modeling and Testing Generic Strategies: An Empirical Illustration. Paper presented at the *Academy of Management Meetings*, Boston, MA, August 1997 (with B. Vadlamani, & A. Nair)

**1996** Do groups matter? The case of the Japanese Steel Industry. Paper presented at the *Academy of Management Meetings*, Cincinnati, Ohio, August 1996 (with A. Nair).

**1995** A Dynamic Analysis of Strategic Groups: The Case of the Japanese Machine Tool Industry. Paper presented at the *Academy of Management Meetings*, Vancouver, Canada, August 1995 (with Anil Nair).

Sanyo Manufacturing Corporation 1977-1994: Adapting to Different Institutional and Cultural Practices. This paper was presented at the *Academy of Management Conference Meetings*, Vancouver, Canada, August 1995 (with R. L. M. Dunbar).

Strategic and Environmental Correlates of Performance: Evidence from the Japanese Automobile Manufacturers. *Strategic Management Conference*, Mexico City, Mexico, October, 1995 (with F. Caeldries & D. Schendel).

**1994** Convergence and Divergence in Managerial Cognitions: A Comparative Study of US and Japanese Managers' Perceptions of Manufacturing Technologies. This paper was presented at the *AIB conference*, Boston, November, 1994 (with Allan Bird).

The Panasonic Effect: The Interaction Between Mass-Customization and Mass Production. This paper was presented at the *ORSA/TIMS Conference*, Detroit, October 1994.

A Framework for Radical Transformation in Manufacturing. This paper was presented at the *Strategic Management Society Conference*, Paris, September 1994.

“Does Strategy Matter? A Dynamic Analysis of the Japanese Machine Tool Industry.” This paper was presented at the *second IFSAM Conference*, Dallas, Texas 1994 (with Anil Nair).

“Manufacturing Strategy and Business Strategy Relationships: An Empirical Analysis of the Kotha & Orne Framework.” This paper was presented at the *Academy of Management Meeting*, Dallas, 1994 (with Alan Eisner).

**1993** “Beginning A Career in OM.” A seminar talk given at OM Doctoral Consortium, *Academy of Management Meetings*, August 1993.

**1992** “Exploring Patterns in Business Strategy: An Empirical Comparison of U. S. and Japanese Approaches,” This paper was presented at the *First IFSAM Conference*, Tokyo, Japan, September 1992 (with Allan Bird).

“Competitive Strategy And Manufacturing Technologies: American And Japanese Perspectives,” This paper was presented at the *CEMIT Conference*, Tokyo, Japan, September 1992 (with Allan Bird).

“The Challenge Of Beginning A Career. ” A seminar talk given at OM Doctoral Consortium, *Academy of Management Meetings*, August 1992.

“Advanced Manufacturing Technology, Size, Business Strategy: An Exploratory Test of the Relationships,” This paper was presented at the *Academy of Management Meetings*, 1992 (with Paul Swamidass).

**1991** “Advanced Manufacturing Technologies, Manufacturing Structure and Business Strategies: A Proposed Framework.” This paper was presented at the *Academy of Management Meetings*, 1991.

“Advanced Manufacturing Technologies: A Proposed Typology.” This paper was presented at *POMS Conference*, New York, November 1991.

“Flexible Productive Units: Using the Metaphor of the Brain to Model Them.” This paper was presented at POMS Conference, New York, November 1991 (with Raghu Garud).

“Advanced Manufacturing Technologies and Competitive Strategy: An International Comparison.” This paper was presented at *POMS Conference*, New York, November 1991 (with Allan Bird).

“Higher Order Distinctiveness and Advanced Manufacturing Technologies: A Configurational Framework.” A seminar talk given at *Temple University*, November, 1991.

**1990** “Japanese Manufacturing Practices.” A seminar talk given at Stern School of Business, *Asian Pacific Association* Members, November, 1990..

**1989** “Strategic Implications Advanced Manufacturing Technologies on Business Strategy: Some Empirical Evidence.” This paper was presented at the *ORSA/TIMS conference*, New York, 1989.

“Exploring the Link Between Business-level Strategy and Functional-level Strategy: An Empirical Study.” This paper was presented at the *Strategic Management Society Conference*, 1989.

### **SUPERVISORY AND DISSERTATION READING COMMITTEES**

Chair, Supervisory & Reading	Alex Murray, Foster School of Business, 2014-
Member, Supervisory & Reading,	Claudia Gonzalez, Foster School of Business, 2014-
Member, Supervisory & Reading	Anna Fung, Foster School of Business, 2014-
Member, Supervisory & Reading	David Park, Foster School of Business, 2012-
Member, Supervisory & Reading	Amrita Lahiri, Foster School of Business, 2010-
Chair, Supervisory & Reading	Greg Fisher, Foster School of Business, Graduated 2011.
Member, Supervisory & Reading	Richard Chen, Foster School of Business, Graduated 2011.
Member, Supervisory & Reading	Dong Liu, Foster School of Business, Graduated 2011.
Member, Supervisory & Reading	Arvin Sahaym, Foster School of Business, Graduated, 2007.
Chair, Supervisory & Reading	Sandip Basu, Foster School of Business, Graduated 2006.
Chair, Supervisory & Reading	Geoff Desa, Foster School of Business, Graduated 2007.
Chair, Supervisory & Reading	Anu Wadhwa, Foster School of Business, Graduated, 2005.
Member, Supervisory & Reading	Frank Rothaermel, Foster School of Business, Graduated 2000.
Chair, Supervisory Committee	Anil Nair, Management, NYU Stern School, Graduated, 1998.
Member, Supervisory & Reading	Melissa Schilling, Foster School of Business, Graduated 1996.

## **BUSINESS AND CONSULTING EXPERIENCE**

**Consultant.** Boeing Corporation. Knowledge Bank Project, 1998-2001.

The project examined ways to improve knowledge management practices at Boeing Corporation.

**Consultant,** Rensselaer County Sheriff's Office, Troy, New York. 1987-1988.

The project examined the effectiveness of the Police Patrol Force through simulation studies.

**Financial Consultant,** RPI Finance Department, Summer 1986.

Conducted a study comparing RPI with other universities using financial ratio analysis.

**Business Analyst,** Garden Way Inc., Troy, September-December 1985.

Researched and prepared financial analysis on various companies for acquisition by Garden Way Inc.

**Consultant,** Rensselaer Technical Associates, January 1984-1986.

Researched and prepared R & D proposals, business plans, and marketing studies. Completed a marketing study for FACTRON/Schlumberger, Latham, examining the competition and emerging new technologies in the ATE Industry.

**Project Coordinator,** Decision Support Group, RPI, Fall 1983.

Coordinated the design of a Prototype Decision Support System for Emergency Medical Services, New York City, for reassignment and deployment of emergency vehicles.

**Information Systems Consultant,** Domestic Leather Corp., Johnstown, NY, May-June 1983.

Developed a management information system for the Corporation.

## **OTHER ACTIVITIES**

Founding President, India Club of RPI 1984-1985.

Founding Vice President, RPI MBA Association 1983-1986, School of Management.

Elected Arts Secretary, School of Architecture, Madras, 1979.