

**SHANTHI GOPALAKRISHNAN**  
198 Morningside Road  
Paramus, N.J. 07652  
Tel: (201) 493-1481  
**Email:** [gopalakr@adm.njit.edu](mailto:gopalakr@adm.njit.edu)  
Website: [web.njit.edu/~sgopalak](http://web.njit.edu/~sgopalak)

## **I TEACHING AND ADMINISTRATIVE EXPERIENCE**

**Associate Dean** – School of Management, NJIT Aug 2007 – June 2012

**Professor** – Promoted to Full Professor. June 2008

**Associate Professor, New Jersey Institute of Technology. 1999 – 2008 May**

I have taught undergraduate, graduate including Executive MBA courses in Business Policy, Business Strategy, Management of Technology and Organizational Behavior.

**Tenured in June 2002.**

**Associate Professor, Fairleigh Dickinson University. Fall 1994- August 1999 (With Tenure)**

I was tenured in Spring 1999.

I taught undergraduate and graduate courses in Business Policy, Organizational Behavior, and Organization Theory.

**Assistant Professor, Montclair State College. Fall 1993- Fall 1994.**

I have taught undergraduate courses in General Management and Business Policy.

**Instructor, Rutgers University.**

I have taught undergraduate courses in Organization Behavior and Business Policy.

**Fall 1988 - Spring 1992.**

## **II EDUCATION**

Ph.D. Organization Management, Rutgers University. **May 1995.**

M.B.A., General Management, Rutgers University, **May 1991.**

M.B.A., General Management, Jamanalal Bajaj Institute, India. **May 1983.**

B.A., History and Economics, Women's Christian College, India. **May 1981.**

## **III PAST INDUSTRY EXPERIENCE**

**Regional Sales Manager, Voltas Limited India, 1986-1988.**

I managed a regional sales team, which included developing budgets, managing a sales staff, and meeting sales and profit targets for the region

**Area Sales Manager, Voltas Limited India, 1985-1986.**

I was responsible for meeting sales targets and managing the sales staff for the local office.

**Product Manager (Refrigerators), Voltas Limited India, 1983-1985.**

I was in charge of a national launch of a new brand of refrigerators, which included interfacing between the plant and the regional sales offices. The responsibilities also

included coordinating with the advertising agency to design the launch campaign and promotion strategies.

#### IV PUBLICATIONS AND PRESENTATIONS

##### (A) Refereed Journal Publications

- (1) Gopalakrishnan, S., & Saporito P.A. 2012. Outsourcing in service based industries: An analysis using transaction cost economics and Knowledge based view. **International Journal of Knowledge Management Studies (Forthcoming)**.
- (2) Gopalakrishnan, S., Kessler, E., Scillitoe, J.L. 2010. Navigating the Innovation Landscape: Past research, Present Practice and Future Trends. **Organization Management Journal**, 7, 262-277.
- (3) Saporito, P.A., & Gopalakrishnan, S. 2009. The influence of communication richness, self interest and relational trust on Bank's knowledge about firms within small-cap debt finance markets. **IEEE Transactions in Engineering Management**, 56, 3, 436-447
- (4) Dunne, D., Gopalakrishnan, S., & Scillitoe, J.L. 2009. Firm resources and the choice between equity and non-equity alliance governance structures. **Journal of Engineering and Technology Management**, 26, 181-195
- (5) Gopalakrishnan, S., Mangaliso, M. Butterfield, A.D. 2009. Managing ethically in times of transformation: Challenges and opportunities. **Group and Organization Management**, 33, 6: 756-759.
- (6) Gopalakrishnan, S., 2008. Linking theory to Practice. EAM White Paper Series. **Organization Management Journal**. 5, 2, 3-5.
- (7) Gopalakrishnan, S., Santoro, M.D. & Scillitoe, J. 2008. Tapping Deep pockets: The role of resources and social capital on financial capital acquisition by biotech firms in biotech-pharma alliances. **Journal of Management Studies**, 45, 8, 1354-1376.
- (8) Newbert, S., Gopalakrishnan, S., & Kirchoff, B., 2007. Exploring the importance of entrepreneurship to firm level competitive advantage in technologically intensive industries. **Technovation: The International Journal of Innovation, Entrepreneurship and Technology Management** 28, 1-2, pg. 6-19.
- (9) Santoro, M.D., Bierly, P.E., Gopalakrishnan, S. 2007. Organizational Learning from External Sources: New Issues and implications. Accepted for publication at **International Journal of Technology Management**, 38, 1-2, 1-11.
- (10) Gopalakrishnan, S., & Bierly, P.E. 2005. The Impact of Firm Size and Age on Knowledge Strategies during product development: A Study of the Drug Delivery Industry. **IEEE Transactions in Engineering Management**, 53, 1: 3-16
- (11) Gopalakrishnan, S., & Santoro, M. 2003. Distinguishing between knowledge transfer and technology transfer: The role of key organizational activities. **IEEE Transactions in Engineering Management**, 51, 1: 57-69.

- (12) Gopalakrishnan, S., Wischnevsky, D., & Damanpour, F. 2003. A multi-level analysis of factors influencing the adoption of internet banking. **IEEE Transactions in Engineering Management**, 50, 4, 413-426.
- (13) Kessler, E.H., Bierly, P., **Gopalakrishnan, S. 2001**. The Vasa Syndrome: Insights from a 17<sup>th</sup> Century New Product Disaster. **Academy of Management Executive**, Vol. 15, 80-91.
- (14) **Gopalakrishnan, S., & Bierly, P. 2001**. Analyzing innovation adoption using a knowledge based typology. **Journal of Engineering and Technology Management**, 27, 1-25.
- (15) Damanpour, F. & **Gopalakrishnan, S. 2001** Dynamics of the adoption of product and process innovations in organizations. **Journal of Management Studies**. 38: 1, 45-65.
- (16) Dugal, M., & **Gopalakrishnan, S. 2001** Environmental volatility: A reassessment of the construct. **International Journal of Organizational Analysis (8)** 4: 401-424.
- (17) **Gopalakrishnan, S. 2000**. Unraveling the links between dimensions of innovation and organizational performance. **Journal of High Technology Management Research**, 11: 1, 137-153.
- (18) Santoro, M., & **Gopalakrishnan, S. 2000**. Relationship dynamics between university research centers and industrial firms: Their impact on technology transfer activities. **Journal of Technology Transfer**, 26, 163-171.
- (19) Santoro, M., & **Gopalakrishnan, S. 2000**. The Institutionalization of knowledge transfer activities within industry-university collaborative ventures. **Journal of Engineering and Technology Management**. Special Issue on Technological Learning, Firm Growth and Performance, 17, 299-319.
- (20) **Gopalakrishnan, S., & Damanpour, F. 2000**. The impact of organizational context on innovation adoption in commercial banks. **IEEE Transactions in Engineering Management**, 47, 1, 1-13. **Was Awarded the 2000 Transactions Publications Award for the Best Paper published in IEEE Transactions of Engineering Management.**
- (21) Kessler, E.H., Bierly, P. & **Gopalakrishnan, S. 2000**. Internal vs. external learning in new product development: effects on innovation speed, costs and competitive advantage. **R&D Management**, 30, 213-223.
- (22) Dasgupta, S., Agarwal, D., Ionnidis, A., & **Gopalakrishnan, S. 1999**. Determinants of information technology adoption: an extension of existing models to firms in a developing country. **Journal of Global Information Management**, 7, 3: 30-40.
- (23) **Gopalakrishnan, S., and Bierly, P., & Kessler, E.H. 1999**. A reexamination of product and process innovations using a knowledge-based view. **Journal of High Technology Management Research**, 10, 1, 147-166.
- (24) **Gopalakrishnan, S., & Dugal, M. 1998**. Strategic choice versus determinism - A debate revisited. **International Journal of Organizational Analysis**, 6: 2, 146-164.
- (25) Damanpour, F. & **Gopalakrishnan, S. 1998**. Theories of organizational structure and

innovation adoption: the role of environmental change. **Journal of Engineering and Technology Management**, 15: 1-24.

- (26) **Gopalakrishnan, S.** & Damanpour, F. **1997.** A Review of Innovation Research in Economics, Sociology and Technology Management. **Omega- International Journal of Management Science**, 25, 1: 15-28.
- (27) **Gopalakrishnan, S.** & Damanpour, F. **1994.** Patterns of Generation and Adoption of Innovation in Organizations: Contingency Models of Innovation Attributes. **Journal of Engineering and Technology Management**, 11: 95-116.

#### **(B) Invited Papers**

- (1) **Gopalakrishnan, S. 2008.** Can we Create Sustainable Organizations? 2007 EAM Presidential Address. **Organization Management Journal**, 4 (3) 299-304.

#### **(C) Book Chapters**

- (1) Springer Verlag, Berlin. Damanpour, F., & **Gopalakrishnan, S. 1999.** Organizational adaptation and innovation: The dynamics of adopting Innovation Types. In In K. Brockhoff, A.K. Chakrabarti. & h.c.J. Hauschildt (Eds). **The Dynamics of Innovation: Strategic and Managerial Implications.**
- (2) Edward Elgar Publishers. **Gopalakrishnan, S.** & Kaur, R. 2008. Indian mythology and leadership. In Kessler, E & Wong, D. (Eds.) **Cultural Mythology and Leadership.**

#### **(D) Refereed Proceedings**

- (1) Scillitoe, J., Gopalakrishnan, S., & Santoro M., 2009 Geographic and Social Contexts on Alliance Governance in Biotechnology-Pharmaceutical Alliances. Best Paper Proceedings, Academy of Management Meetings, BPS Division. Chicago.
- (2) Perez-Luno Roubledo, A., Gopalakrishnan, S., Valle-Cabrera, R., 2009. Innovation and Performance: The role of environmental dynamism on the success of innovation choices. To be presented at the International Eastern Academy of Management Conference XIII. In Rio de Janeiro, Brazil.
- (3) Gopalakrishnan, S., & Schneider, M. 2007. Strategic leaders and Corporate Owners: Evaluating the Influence of Culture and National Institutions on Corporate Governance Systems. Symposium to presented at the International Eastern Academy of Management Meetings, Amsterdam, June 2007.
- (4) Gopalakrishnan, S., Santoro, M.D. & Scillitoe, J. 2006. Tapping Deep pockets: The role of resources and social capital on financial capital acquisition by biotech firms in biotech-pharma alliances. Proceedings of the PICMET conference, Istanbul, Turkey.
- (5) Gopalakrishnan, S. , Njoroge, D., 2006. How and what to outsource: Strategic Decision Making in the Financial Services Industry. Proceedings of the 43<sup>rd</sup> Eastern Academy of Management, Saratoga Springs, NY.
- (6) Gopalakrishnan, S., Dunne, D. 2005. Understanding the links between technical, social capital

and commercial capital and alliance governance structures. Proceedings of the Southern Management **Association**. Charleston, SC.

- (7) Gopalakrishnan, S., Ott, T., Li, Robert. 2004. Knowledge Outsourcing to Offshore locations and Competitive Advantage. Proceedings of the 41<sup>st</sup> Eastern Academy of Management Meetings, Providence, RI.
- (8) Gopalakrishnan, S., & Kessler, E., 2004. Decision making and Firm Innovativeness: A Multi-Level Analysis of the Drug Delivery Industry. Proceedings of the 11<sup>th</sup> International Product Development **Conference**, Dublin, Ireland.
- (9) **Gopalakrishnan, S.**, Santoro, M.D., & Scillitoe, J. 2002. Strategic Alliance Characteristics as predictors of early alliance success, Proceedings of the EIASM - 9<sup>th</sup> International Product Development Conference.
- (10) Datta, P., & **Gopalakrishnan, S.** 2001. Antecedents to innovation in the Drug Delivery Industry. Proceedings of the 38<sup>th</sup> Annual Meeting of the Eastern Academy of Management, 179-182.
- (11) **Gopalakrishnan, S.**, & Chakrabarti, A., 2001. Core Competencies and Performance in the Drug Delivery sector of the Pharmaceutical industry. Proceedings of the EIASM - 8<sup>th</sup> International Product Development Conference.
- (12) **Gopalakrishnan, S.** & Santoro, **M. 2000**. Unraveling the links between size, slack and innovation. Proceedings of 2000 EIASM Conference, 189-202.
- (13) Santoro, M., & **Gopalakrishnan, S. 2000**. Technology Transfer Activities between University Research Centers and their Industrial Partners: The impact of trust and other relationship factors. Proceedings of the **EIASM Conference**, 427-442.
- (14) Kessler, E.H., Bierly, P., **Gopalakrishnan, S. 2000**. The Vasa Syndrome: Lessons for innovation management. Proceedings of the Eastern Academy of Management.
- (15) **Gopalakrishnan, S.** & Dasgupta, S. **1998**. Cost and Effectiveness of Information technology adoption in the US banking Industry. Proceedings of **the** Midwest Decision Science Institute Annual Meeting, Pg. 74-76.
- (16) Kessler, E.H., Bierly, P. & **Gopalakrishnan, S. 1998**. Internal versus external learning in New product development: Effects on innovation speed and competitive advantage. Proceedings of the V<sup>th</sup> International Product development Conference, Pg. 293-304.
- (17) **Gopalakrishnan, S.** , & Dugal, M. **1997**. Strategic choice versus determinism - A debate revisited. Proceedings of the 34th Annual Eastern Academy of Management, Pg. 47-50
- (18) Dugal, M., & **Gopalakrishnan, S. 1997**. Environmental volatility: A reassessment of the construct. Proceedings of the 34th Annual Eastern Academy of Management. Pg. 39-42
- (19) **Gopalakrishnan, S.**, & Bierly, P., **1997**. A knowledge-based approach to explaining innovation effectiveness. Proceedings of the IV International Product Development Management Conference. Pg. 293-304.

- (20) **Gopalakrishnan, S., & Bierly, P. 1997.** Organizational Innovation and Strategic Choices: A knowledge based view. Best Paper Proceedings of the Academy of Management. Pg. 422-426.
- (21) Damanpour, F., & **Gopalakrishnan, S. 1996.** Dynamics of the Adoption of Product and Process Innovations in Organizations. Proceedings of the 1996 PDMA Conference. Pg. 1-6
- (22) **Gopalakrishnan, S., & Dugal, M. 1996.** The future of business policy teaching and research. Proceedings of the 33rd Annual Meeting of the Eastern Academy of Management. Pg. 324
- (23) **Gopalakrishnan, S. 1995.** An Empirical Examination of the link between Innovation and Organizational Performance. Proceedings of the 32nd Annual Meeting of Eastern Academy of Management. Pg. 217-220
- (24) **Gopalakrishnan, S., & Bierly, P. 1995.** Competitive Strategy, Innovation Strategy and Performance. Proceedings of the 32nd Annual Meeting of Eastern Academy of Management. Pg. 93-96.
- (25) **Gopalakrishnan, S. 1994.** A Multidimensional Conceptualization of Organizational Innovation Strategies. Proceedings of the 31st Annual Meeting of Eastern Academy of Management. Pg. 163-166.

#### **(E) Other Publications**

- (1) Dugal, M., & **Gopalakrishnan, S. 1997.** Environmental volatility: A reassessment of the construct. **COBA Working Paper Series:** Pg. 1-19
- (2) **Gopalakrishnan, S. 1995.** A Survey of Innovation and its Effectiveness in the Commercial Banking Industry. **A survey report** sent to the Participating banks in New York, New Jersey, Connecticut and Massachusetts

#### **(F) Publications under review**

- (1) Perez-Luno Roubledo, A., Gopalakrishnan, S., Valle-Cabrera, R., 2009. The role of environmental dynamism on the success of innovation choices. **IEEE Transactions in Engineering Management.** Revised and Resubmitted in January, 2012.
- (2) Wong Mingji, D., Kessler, E., Khilji, S, Gopalakrishnan, S., Using the power of cultural mythologies to explore Leadership in India, Indonesia Pakistan and USA. Submitted to **South Asian Journal of Global Business Research.** November, 2011.
- (3) Scillitoe, J.L., Gopalakrishnan, S., Santoro, M.D. The impact of external contexts on Alliance governance choice in Biotech-Pharmaceutical Firm Alliances. Submitted to **International Journal of Strategic Business Alliances.** December, 2011.

#### **Presentations**

- (1) Perez Luno, A., Gopalakrishnan, S. and Saporito, S., 2012. Entrepreneurial versus Market Orientation: How they differentially create tacit knowledge within SMEs. Paper presented at the Babson Conference in Texas Christian University, Fort Worth, June 2012.
- (2) Perez Luno, A, Saporito, S., Gopalakrishnan, S., 2012. SME strategic Orientation, Environmental hostility and the creation of tacit knowledge. To be presented at the Academy of Management Meetings in Boston. MA.

- (3) Gopalakrishnan, S., & Vega, Gina. 2011. Tata Consulting Services: Entry and Growth in the Health and Life Sciences Business. Eastern Academy of Management International Meetings in Bangalore, India.
- (4) Gopalakrishnan, S. 2010. Management Scholars and India: An Open Dialog. Academy of Management Meetings. Montreal.
- (5) Scillitoe, J., Gopalakrishnan, S., & Santoro M., 2009. Geographic and Social Contexts on Alliance Governance in Biotechnology-Pharmaceutical Alliances. **Best Paper Proceedings**, Academy of Management Meetings, BPS Division. Chicago.
- (5) Perez-Luno Roubledo, A., Gopalakrishnan, S., Valle-Cabrera, R., 2009. Innovation and Performance: The role of environmental dynamism on the success of innovation choices. Presented at the International Eastern Academy of Management Conference XIII. In Rio de Janeiro, Brazil.
- (6) Saporito, P., & Gopalakrishnan, S., 2008. Self Interest and Trust's Affect on Knowledge and Firm Credit access. Paper Presented at the Academy of Management, Anaheim, CA.
- (7) Gopalakrishnan, S., & Schneider, M. 2007. Strategic leaders and Corporate Owners: Evaluating the Influence of Culture and National Institutions on Corporate Governance Systems. Symposium presented at the International Eastern Academy of Management Meetings, Amsterdam, June 2007.
- (8) Schneider, A., Brammer, S., Gopalakrishnan, S., Millington, A., Young, M., et al., 2007. Local corporate governance in a Globalized World: Toward inclusive thinking. Symposium presented at the Academy of Management, August 2007.
- (9) Dunne, D., Gopalakrishnan, S., & Scillitoe, J. 2006. Staying in Control: The relationship between resources and alliance control. Presented at the Academy of Management Meetings at Atlanta.
- (9) Gopalakrishnan, S., Santoro, M.D. & Scillitoe, J. 2006. Tapping Deep pockets: The role of resources and social capital on financial capital acquisition by biotech firms in biotech-pharma alliances. Presented at the PICMET Conference at Istanbul, Turkey. July 2006.
- (10) Gopalakrishnan, S., Njoroge, D., 2006. How and what to outsource: Strategic Decision Making in the Financial Services Industry. Presented at the Eastern Academy of Management, Saratoga Springs, May 2006.
- (11) Gopalakrishnan, S., Dunne, D. 2005. Understanding the links between technical, social capital and commercial capital and alliance governance structures. Presented at Southern Management Association, Charleston, South Carolina. (November 2005).
- (12) Gopalakrishnan, S., Cultural Mythology and leadership in India. Paper of a Symposium titled "Mythology and Leadership: A Multicultural exploration of models and styles. Presented at the **International Eastern Academy of Management** at Capetown, South Africa, June 2005.
- (13) Gopalakrishnan, S. Knowledge outsourcing to offshore locations and competitive advantage. Paper in a Symposium titled "Organizational Learning from External Sources: New Issues and Performance Implications. Presented at the **Academy of Management Meetings** at Honolulu, Hawaii, August, 2005.
- (14) Gopalakrishnan, S., Ott, T., Li, Robert. 2004. Knowledge Outsourcing to Offshore locations and Competitive Advantage. Presented at the 41<sup>st</sup> Eastern Academy of Management Meetings, Providence, RI.

- (15) Gopalakrishnan, S., & Kessler, E., Decision making and Firm Innovativeness: A Multi-Level Analysis of the Drug Delivery Industry. Presented at the 11<sup>th</sup> International Product Development Conference, Dublin, Ireland.
- (16) Gopalakrishnan, S., & Bierly, P.E., 2003. The impact of firm size on knowledge strategies during product development. Presented at the Academy of Management Meetings in Seattle.
- (17) Gopalakrishnan, S., Santoro, M.D. & Scillitoe, J. 2003. Looking at alliance performance through the lenses of social capital and resource based theories. Presented at the Academy of Management Meetings. Seattle.
- (18) Parkhahangas, A., Gopalakrishnan, S., Hasan, I. 2003. The performance of the Spin-off Unit revisited: How long do spin-offs take to stand on their own feet. Presented at the Strategic Management Society Mini-Conference at Buenos Aires, Argentina.
- (19) Gopalakrishnan, S., Santoro, M.D., & Scillitoe, J. 2002. Strategic Alliance Characteristics as predictors of early alliance success, Presented at the EIASM - 9<sup>th</sup> International Product Development Conference, Sophia Antipolis, France.
- (20) Gopalakrishnan, S., Santoro, M.D., & Scillitoe, J. 2002. Technological Alliances in the Biotech-Pharmaceutical Arena: The relationship between alliance context and performance. Presented at the Academy of Management Meetings Denver.
- (21) Gopalakrishnan, S., & Santoro, M. 2001. Exploring the role of key organizational factors in knowledge transfer and technology transfer. Presented at the Academy of Management Meetings at Washington DC.
- (22) Datta, P., & Gopalakrishnan, S. 2001. Antecedents to innovation in the Drug Delivery Industry. Presented at the Eastern Academy of Management, 2001.
- (23) Gopalakrishnan, S., & Chakrabarti, A., 2001. Core Competencies and Performance in the Drug Delivery sector of the Pharmaceutical industry. Presented at the EIASM - 8<sup>th</sup> International Product Development Conference.
- (24) Gopalakrishnan, S., & Santoro, M. 2001. Do size and slack matter? Exploring the Multi-Dimensions of organizational innovation. To be presented at the PICMET2001 Conference.
- (25) Gopalakrishnan, S. & Santoro, M. 2000. Unraveling the links between size, slack and innovation. Presented at the EIASM Conference, Belgium.
- (26) Santoro, M., & Gopalakrishnan, S. 2000. Technology Transfer Activities between University Research Centers and their Industrial Partners: The impact of trust and other relationship factors. Presented at the **EIASM Conference**, Belgium.
- (27) Gopalakrishnan, S., & Santoro, M. 2000. Strategic Alliances between University Research Centers and Industrial Partners: Their impact on Technology and Knowledge Transfer Activities. Presented as a part of a Symposium at the Eastern Academy of Management, Danvers MA.
- (28) Kessler, E.H., Bierly, P., Gopalakrishnan, S. 2000. The Vasa Syndrome: Lessons for innovation management. Presented at the Eastern Academy of Management Meeting, Danvers, MA.

- (29) Santoro, M., & Gopalakrishnan, S. 1999. The impact of Internal Context and trust on knowledge activities within industry-university cooperative ventures. Accepted for presentation at the TIM Division, Academy of Management.
- (30) Kessler, E.H., Bierly, P.E., Gopalakrishnan, S. 1999. Sourcing strategies in new product development: Trade Offs between internal and external learning. Presented at the **Academy of Management**
- (31) Damanpour, F., & Gopalakrishnan, S. 1998. Organizational adaptation and innovation: The dynamics of adopting innovation types. Presented at the German-American Workshop on Dynamics of Innovation Processes at Hamburg, Germany.
- (32) Gopalakrishnan, S. & Dasgupta, S. 1998. Cost and Effectiveness of Information technology adoption in the US banking Industry. Presented at the Midwest Decision Science Institute Annual Meeting at Lincoln, Nebraska.
- (33) Gopalakrishnan, S., and Bierly, P., & Kessler, E.H. 1998. Revisiting Product and Process Innovations using a Knowledge based Approach. Presented at the Academy of Management Meeting at San Deigo.
- (34) Kessler, E.H., Bierly, P. & Gopalakrishnan, S. 1998. Internal versus external learning in New product development: Effects on innovation speed and competitive advantage. Presented at the International Product development Conference at Cuomo, Italy.
- (35) Gopalakrishnan, S., & Dugal, M. 1997. Strategic choice versus determinism - A debate revisited. Presented at the Eastern Academy of Management Meeting.
- (36) Dugal, M., & Gopalakrishnan, S. Environmental volatility: A reassessment of the construct. Presented at the 1997 Eastern Academy of Management Meeting.
- (37) Gopalakrishnan, S., & Bierly, P., A knowledge-based approach to explaining innovation effectiveness. Presented at the IV International Product Development Management Conference, Stockholm, Sweden (1997).
- (38) Gopalakrishnan, S., & Bierly, P. Organizational Innovation and Strategic Choices: A knowledge based view. Presented at the 1997 Academy of Management Meeting. Was awarded the "**Best Paper**" from the TIM division.
- (39) Gopalakrishnan, S. The impact of innovation sources and types on organizational performance. Presented at the ORSA/TIMS Conference at San Deigo. (March 1997).
- (40) Gopalakrishnan, S. & Dugal, M. The future of business policy teaching and research. A dialogue and synergy session. Presented at the Eastern Academy of Management, Crystal City, Virginia,(May, 1996).
- (41) Gopalakrishnan, S. & Damanpour, F. Competitive strategy, innovation adoption and firm performance: A study of commercial banks. Presented at the Academy of Management, Cincinnati, (**August 1996**).
- (42) Damanpour, F. , & Gopalakrishnan, S. Dynamics of adoption of product and process innovations in organizations. PDMA International Conference. Orlando. October 1996).
- (43) Gopalakrishnan, S. An Empirical Examination of the link between Innovation and Organizational Performance. Paper presented at the Eastern Academy of Management (May 1995).

(Was awarded “**The Best Empirical Paper**”.)

(44) Gopalakrishnan, S. & Bierly, P. Competitive Strategy, Innovation Strategy and Performance. Paper presented at the Eastern Academy of Management (May 1995).

(45) Gopalakrishnan, S. & Damanpour, F. Competitive Strategy - Innovation strategy link- An Empirical Analysis in Two Time Periods. Paper presented at the ORSA/TIMS Joint National Meetings, New Orleans (October-November, 1995).

(46) Damanpour, F. & Gopalakrishnan, S. Developing an Environmentally Sensitive Theory of Organizational Innovation. Paper presented at ORSA /TIMS Joint Meeting, Detroit, (October 1994)

(47) Bierly, P., & Gopalakrishnan, S. Mediators and Moderators of the Innovation Strategy performance link. Paper presented at the ORSA/TIMS Joint National Meetings, Chicago, (May 1993).

(48) Gopalakrishnan, S., & Damanpour, F. Innovation Research in Economics, Sociology and Technology Management: A Review and Synthesis. Presented at the Academy of Management Meeting, Las Vegas (August 1992).

(49) Gopalakrishnan, S., & Damanpour, F. The Stage Theory of Innovation: A Review and Critique. Paper presented at ORSA/TIMS Joint National Meeting, San Francisco (November 1992).

## **V ONGOING RESEARCH**

### **(A) Working Papers**

(1) Gopalakrishnan, S. & Santoro, M. Social Capital, Strategic Alliances and Firm Performance.

(2) Perez Luno Roubledo, A., Gopalakrishnan, S., Saporito, P. Entrepreneurial vs. Market Orientation and Development of Tacit Knowledge.

### **(B) Other research interests**

Cross border alliances and their governance

Outsourcing

Knowledge Based View of the Firm.

Collaborative ventures between Universities and Industrial Organizations.

## **VI Awards**

(1) 2010 – SOM Research Award – New Jersey Institute of Technology

(2) 2009. Co-winner of “Best Paper Award” at the BPS Division of the Academy of Management.

(3) 2004. Winner “Bright idea Award” from Seton Hall University for a paper on Internet Strategies.

(4) 2002: Winner “Bright Idea Award” from the Seton Hall University for a paper in Business History.

- (5) 2002: Winner of the 2000 Transactions Publication Award for Best Paper published in IEEE Transactions in Engineering Management.
- (6) 1997: Co- Winner of the "Best Paper Award" of the TIM Division at the Academy of Management 1995.
- (7) Winner the "Best Empirical Paper Award" at the Eastern Academy of Management.

## **VII Service Activities**

### **A. Institute**

*Program Assessment Committee (Middle States Accreditation) – Jan 2010 – present.*

*Honors Liaison Committee – 2009-present*

*Acting Dean (School of Management) Jan 2008 to March 2008*

*Associate Dean for Academic Affairs (June 2007 – Present)*

*Faculty Council Member – School of Management (September 2005 – January 2008)*

*Dean Search Committee for the School of Management (September 2000 to March 2003)*

A committee was formed by the Provost to initiate and complete a national search for a Dean for the School of Management in September 2000. I served in the committee with Bruce Kirchhoff (Chairman) (School of Management), David Hawke (School of Management), Bartel Van de Walle (School of Computing), Cheickna Sylla, Dean S.T. Mau (Dean, College of Engineering) and Barbara Tedesco (School of Management). The committee screened applications and interviewed the short-listed candidates and made recommendations to the Provost.

*Helped with the Family Day 2000*

I spoke to a break-out group that consisted of potential students who were interested in joining NJIT in the Fall semester.

### **B. Department**

Co-Chair – Outcomes Assessment Committee – 2009-present

*Chairperson – Undergraduate Curriculum Committee*

This committee has reviewed the undergraduate and graduate curricula and has worked on updating and revising the curricula. The content of current courses was reviewed, some new courses were recommended and the make-up of some of the major areas of specialization in the graduate and undergraduate curriculum was modified. The curriculum committee spent time reviewing the existing MS in Management and the new MBA program to make each program distinct.

*Chair – Executive MBA Committee*

Coordinate the curriculum planning and the recruitment of faculty of the EMBA program. Have modified the course offerings and hired appropriate faculty for the new reorganized courses. Helped Ms. Frazier with the Spring Conference in 2010.

*Strategic Planning Committee – September 2002- August 2004 and 2009-2010*

This committee reviewed the existing strategic plan for the School of Management and came up with a new plan based on the changing needs of the marketplace and what competition was doing differently.

*Organized Department Seminars 1999 September to May 2000*

I organized department seminars to provide an opportunity for the Faculty to present their research to their colleagues. Members of the department were encouraged to present their work-in-progress to get feedback from the other faculty and attendees of the seminars. I organized three seminars in the Seminar Series.

**C. Graduate Students and Dissertation Committees**

**PH.D Thesis      Committee Member**

- a. Michael A. Allocca. 2003. Pace University. Thesis Topic: Innovation Speed in Small and Medium Sized Enterprises: The thesis explored factors influence the ability of small and medium sized enterprises to achieve innovation speed.
- b. Ana Perez Luno Robledo 2007. Innovative Capability from a Knowledge Based View. The thesis explored the impact of knowledge on various types of innovation and impact of market orientation and entrepreneurial orientation on innovation.
- c. Karen Patten, NJIT. Enterprise Information Technology Organizational Flexibility: Managing Change and Uncertainty.
- d. Joann Saitta. NJIT. Information Technology Outsourcing within the Financial Services Industry.

I have published with two graduate students in the School of Management at NJIT and am working with the third graduate student on a research project.

- (a) **Gopalakrishan, S., Ott, T., Li, Robert.** 2004. Knowledge Outsourcing to Offshore locations and Competitive Advantage. **Proceedings of the 41<sup>st</sup> Eastern Academy of Management Meetings**, Providence, RI.
- (b) Gopalakrishnan, S., Njoroge, D., 2006. How and what to outsource: Strategic Decision Making in the Financial Services Industry. **Proceedings of the 43<sup>rd</sup> Eastern Academy of Management**, Saratoga Springs, NY.

**D. Peer Review Activity**

*Journal Reviewing Activities*

- (i) Editorial Board Member - IEEE Transactions in Engineering Management: I have reviewed for the People and Organizations Section Editor George Farris of Rutgers University from 1995 to present.
- (ii) Ad-Hoc Reviewer- Omega- The International Journal of Management Science: I have reviewed for its Editor Professor George Mitchell of the London School of Economics.
- (iii) Ad-Hoc Reviewer -Journal of Engineering and Technology Management: I have reviewed for its Editor Michael Badawy.

- (iv) Ad-hoc Reviewer – Journal of Product Innovation Management. I have reviewed for Editor Abbie Griffin.

#### *Conference Reviewing Activities*

- (i) Have reviewed for Business Policy and Strategy Division at the Academy of Management.
- (ii) Have reviewed for the Technology and Innovation Management Division of the Academy of Management since 1995.
- (iii) Have reviewed for the Business Policy and Strategy Track of the Eastern Academy of Management - 1996 and 1997
- (iv) Track Chair - Technology and Innovation Management Division 1998 Eastern Academy of Management
- (v) Have Reviewed for the Seventh International Conference of the EAM
- (vi) Have reviewed for 1994 IFSCAM Conference - (International Federation of Scholarly Association of Management)

#### **E. Editorial Activity**

Editorial Board: IEEE Transactions in Engineering Management.

Editorial Board Member – Group and Organization Management

Advisory Board Member – Organization Management Journal.

Guest Editor – International Journal of Technology Management – Special Issue.  
Special Issue Topic: **Organizational Learning from External Sources: New Issues and Performance Implications.**

Guest Editor – Organization Management Journal. **Special Issue: Linking Theory to Practice.** EAM White paper series. May 2008.

Guest Editor – Group and Organization Management – Special Issue on “Managing Ethically in times of Change.”

#### **F. Community and Government**

Contribute regularly to the March of Dimes and The American Cancer Society and I am involved in the Collection Drives by collecting money in my area.

I counsel undergraduate and graduate students on career opportunities and internship opportunities during and after the completion of their degrees. I have arranged interviews for students with companies where I have professional contacts.

#### **G. Professional Societies**

Conference Coordinator – 2011 – Eastern Academy of Management International Meeting, Bangalore, India

President – Eastern Academy of Management 2006-2007

Program Chair – Eastern Academy of Management 2005 – Organized the review and the acceptance of approximately 250 papers for the Eastern Academy of Management.

Proceedings Editor – Eastern Academy of Management 2003 and 2004

Member - Academy of Management

Member - Eastern Academy of Management

Member -Strategic Management Society