Dr.Anjan Ghosh, Fellow (Strategic Management) – IIM Calcutta

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SUMMARY

Strategic Management and Entrepreneurship have remained two common and prominent threads in my journey since 1997 – first in the corporate and then in academia. I was co-founder of one of the early e-learning ventures in India that later got acquired by global e-learning giant DigitalThink, Inc. As an intrepreneur at NIIT Limited, I spearheaded 'learning managed services' that has now become the largest business division of the company. At Infosys, I was one of the key members chartered to build the Innovation Lab in promoting the culture of *innovation co-creation* within the company.

As part of my doctoral research at IIM Calcutta, I initiated, managed and researched on the transitioning of a leading Indian nonprofit to hybridism. The Ministry of Tribal Affairs, Government of India through its subsidiary NSTFDC[1] has been piloting "*Community+*" – a model from my research that demonstrated alignment with two recent Government of India initiatives - Start-up India and Stand-up India.

I am driven by *instrumentalist* epistemology – research that is useful for practice. My reflexive field based research studies have received seven national and international awards; the notable ones are - Academy of Management Best Paper (2017), PAN-IIM Best Paper (2015) and EFMD Best Case (2013). I have been the recipient of the SKS Best Doctoral Student Award at the 52nd Annual Convocation of IIM Calcutta (2017). My research, teaching and consulting interests situate at the intersection of *strategy*, *entrepreneurship* and, *organizational development & change*.

Since July 2017, as an Asst. Professor at SOMS – IIEST, I have been teaching two core courses – Fundamentals of Management (1st Year MBA) and Entrepreneurship (2nd year MBA). Apart from the regular academic (research and teaching) and administrative works, I have been entrusted by the SOMS management to work on five future possibilities for the school – elective course on *entrepreneurship* for B-Tech/UG, 5 year *integrated* B-Tech and MBA program, executive MBA, corporate training, and management consulting.

RECENT AWARDS AND NOMINATIONS (ACADEMIA)

1. **IIM Calcutta SKS Best Doctoral Candidate Award 2017**
2. **Academy of Management Annual Conference Best Papers 2017** (coauthor: Prof Sougata Ray). Paper also nominated by the Organization Development and Change (ODC) interest group for All Academy Carolyn Dexter Award at the 77th AoM Annual Conference, Atlanta.
3. **Excellent Speaker (teaching) Award 2017** – *American University of Central Asia (AUCA)*
4. **Paul R. Lawrence Fellowship, 2016** for case research, case writing and case teaching awarded by *The Case Research Foundation* and *North American Case Research Association*
5. Top three finalists in **Best Short Paper Award (Strategy Process Interest Group)** in 36th *Strategic Management Society (SMS)* Annual International Conference 2016, Berlin (co-author: Prof Shahzad Ansari)
6. **Best Paper Award** in 3rd *PAN IIM World Management Conference* 2015, Indore, India (co-authors: Prof Shahzad Ansari, Prof Sougata Ray)
7. **Base Case Award**, 2013 *EFMD* Case Ccompetition, Inclusive business model category (co-authors: Prof Sougata Ray, Indranil Biswas), Vienna.
8. **Best Case Award**, 2012 *ISB-IVEY* Global Case Competition, Winner among all categories (co-authors: Prof Sougata Ray, Indranil Biswas), Hyderabad.

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[1] National Scheduled Tribes finance and development corporation: http://www.nstfdc.nic.in/

9. **Best Case Award**, 2012 *Society for Entrepreneurship Educators in India (SEEI)* Case Competition (co-author: Prof Sougata Ray), Hyderabad.
10. **Nomination for Best Paper Award** in 4th PAN IIM World Management Conference 2016, Ahmadabad, India (co-authors: Prof Shahzad Ansari, Prof Sougata Ray)
11. **Nomination for Best Paper Award** in 36th *Strategic Management Society (SMS)* Annual International Conference 2016, Berlin (co-author: Prof Shahzad Ansari)

EDUCATION

Indian Institute of Management Calcutta, India
- FPM (Doctorate) in Strategic Management, conferred on 1st April, 2017
  Dissertation Title: Strategic Transition towards Organizational Hybridism – An Inquiry in a Social Enterprise
  Thesis Advisors: Prof Sougata Ray(Chair), Prof Balram Avittathur, Prof Anirvan Pant
  Dissertation Examiners: Prof M R Dixit (IIM-A), Prof K Kumar (IIM-B), Prof D Vijay (IIM-C)
  Recipient of IIM Calcutta SKS Best Doctoral Candidate Award, 2017
  (https://www.iimcal.ac.in/2017-satish-k-sehgal-doctoral-student-award-winner)

Jadavpur University, India
- Master of Science, Physics (Specialization in Computer Application in Physics), 1996
- Bachelor of Science, Honors in Physics, 1994

FULL TIME RESEARCH AND TEACHING EXPERIENCE

School of Management Sciences (SOMS), IIEST-Shibpur, July 2017 onward
    Assistant Professor of Management, Entrepreneurship and Strategy at the School of Management Sciences, IIEST (erstwhile Bengal Engineering College, Shibpur). Established in 1856, IIEST –the second oldest engineering technology institute in India after Roorkee Engineering College (IIT Roorkee), is an institution of national importance. I teach two core courses – *Entrepreneurship* (3rd. Semester) and *Fundamentals of Management* (1st. Semester) in the IIEST MBA program. I am guiding one doctoral student.

American University of Central Asia (AUCA), May 2017 onward
    Empaneled *visiting faculty* at the American University of Central Asia, Kyrgyzstan. I offer one compulsory course on *Entrepreneurship* (Executive MBA) and one elective course on *Social Entrepreneurship and Frugal Innovation* (open to the students of the masters programs offered by the institute). At AUCA, I mentor and at the same time conduct participatory research on a group of Afgan women who are at various stages in staring their entrepreneurial ventures in Afganisthan.

Innovation Lab, Infosys, October 2008 – June 2010
    As *principal researcher,* I was instrumental in building of a new division - "Innovation Lab" for Infosys.I led a team of researchers to develop a process model for managing *innovation-co-creation*. The research work resulted in a patent pending (process model) innovation - "Innovation Co-creation and Knowledge Orchestration Network (ICKON)."
    My other research at Infosys was to explore ICT opportunities in the development marketplace. The research proposed a theme "*new commerce*" that was selected as one of the seven themes for the strategic renewal of Infosys during 2010-2014.

LEADERSHIP EXPERIENCE

Knowledge Solutions Business, NIIT Limited , September 2004 – October 2008

As **delivery head**, I handled the charter to conceptualize and roll-out new offerings for NIIT's knowledge solutions (e-learning/ blended learning) business. I started and led *Managed Services* as a new profit center that created a new business line for NIIT with integrated (technology and services) offerings such as training administration services, student retention services, online tutoring services and training assessment management services. Some of my notable consulting assignments were TRPS for Ministry of Finance – Government of India, Managed Learning Services for PHILIPS Global and NXP, online assessment and certification services for Tally Academy, online tutoring services for Microsoft and CISCO, student retention services (analytics) for one of the largest online institutes in USA.

India Business, DigitalThink Inc (NASDAQ: DTHK), April 2001 – June 2004

I was DigitalThink's first employee in India. The company was one of the top e-learning companies in the world that got acquired by Convergys Corporation in 2004. At DigitalThink, as the head of India Business Services and a member of Digitalthink(India)'s Board of Directors, I led the creation and management of three specialized delivery centers in India – Hyderabad (learning content development), Bangalore (learning technology, learning management system) and Kolkata (instructional designing, tutoring and certification) with an employee strength close to six-hundred. I led the acquisition and post-acquisition integration of two Indian e-learning companies.

TCT (India), January 1998 – April 2001

I co-founded and headed TCT Technical Training (India) Pvt Ltd. The organization was created in collaboration with a Silicon Valley based distance learning company known for its self-paced courses on telecommunications and computer training. TCT(India), during 1998-2000 was one of the top ten export oriented units (100% EOU) in West Bengal under the Software Technology Park (STP) Scheme of Govt of India. TCT(India) was acquired by DigitalThink in 2001.

Others (Regional Computer Center and MP Birla Group), June 1996 – December 1997

I served Regional Computer Center (RCC), an organization under the Government of West Bengal and National Informatics Center (NIC) as a lead programmer to implement a system to monitor and manage the government projects funded by bilateral and multilateral development institutions such as the World Bank. Prior to RCC, I worked for the MP Birla group in creating the Physics Department in a school owned by MP Birla Foundation.

OTHER (SHORT TERM) TEACHING AND MENTORING EXPERIENCE

Teaching

- Program on "Action Research" at IIM Calcutta Summer School on Research Methods (2017)
- Guest lecture at IIM Calcutta CEMS Program on Social Entrepreneurship (2017)
- Case teaching/ guest lecture at Rajendra Mishra School of Engineering Entrepreneurship - IIT Kharagpur (2013, 2014), IIM Calcutta (2014), The Strategy Academy (2014, 2017), and TISS Mumbai (2015) on entrepreneurship
- Teaching assistant for PGPEX credit course on Strategy Implementation, IIM Calcutta (2013)
- Delivered internal certification programs (for employees) at NIIT and Infosys primarily on Six Thinking Hats, Project Management, Leadership and, KAIZEN (2004-2010)
- Taught Physics and Computer Science at MP Birla Foundation Higher Secondary School (1996-1997)

Mentoring

During 2013-2016, I have mentored six student groups from some of India's leading management schools, e.g., IIM Calcutta, SPJIMR, NMIMS, and TISS. Those groups with ten students in each group, as part of their credit courses on Social Entrepreneurship, selected CINCOMM (the organization built as part of my doctoral research) and undertook on-site projects at CINCOMM for an average duration of three months to learn various aspects of social entrepreneurship.

RESEARCH AND CONSULTING ENGAGEMENTS (post Phd)

Ministry of Tribal Affairs, Government of India
On behalf of IIM Calcutta, led a pilot initiative to improve the scalability of Community+ (an outcome of my doctoral research) for rolling-out in the tribal belts of India.

Indian Institute of Technology Ropar
Part of a two-member team representing IIM Calcutta, assisted IIT Ropar to develop the institute's Mission, Vision and Strategic Planning (2017-2027)
http://www.iitrpr.ac.in/vision-and-mission

PUBLICATIONS AND WORKING PAPERS

Journal

Ghosh, A. & Ray, S. 2017. Theorizing "Strategic Transition towards Organizational Hybridism": Action Research with CINI India. In Dr. Guclu Atinc (Eds.) **Academy of Management Best Paper Proceedings 2017.** Online ISSN 2151-6561.

Link: http://proceedings.aom.org/content/2017/1/15024.full.pdf+html?sid=b6bb7b84-1f8e-45a9-a9d7-ebfe23091ca0

Book chapter

Ray, S. & Ghosh, A. 2014. Evolutionary dynamics of organizational legitimacy of a social enterprise from developing economy. In P. Larry & C. Wankel (Eds.), **Emerging Research Directions in Social Entrepreneurship (1st ed.)**. Online Version: http://link.springer.com/chapter/10.1007/978-94-007-7896-2_10

Patent

Ray, S. & Ghosh, A. 2013. **Systems, methods and computer readable media for innovation co-creation**. USA Patent Application Number US20130035974 A1, Applicant: Infosys Technologies Limited. Available at: https://www.google.com/patents/US20130035974

Teaching Cases

Ghosh, A., Ray, S., & Biswas, I. 2013. **Child in Need Institute - non-profit or hybrid?** IVEY Case Publishing. Available at https://www.iveycases.com/ProductView.aspx?id=58121

Saha, K., Dhyani, P., Sen, K., & Ghosh, A. 2016. "Analytics for All." In Sahay & Sharma (eds) **Handbook of Management Cases**, ET Cases (Times of India for Learning Ltd), ISBN: 978-81-931001-3-4

Saha, K., & Ghosh, A. 2015. Knowledge management challenges at SUAN and CINI - same or different. In A Garg, K K Ray and S K Mitra (Eds.) **Cases in Management (Strategy and General Management)**, ET Cases (Times of India for Learning Ltd), ISBN: 978-81-931001-1-0

Rishbud, S., Biswas, S., & Ghosh, A. 2015. The difference of having and not having financial policy: the curious case of CINCOMM. In PRS Sarma and V Sahay (Eds.) **Indian Management Cases**, ET Cases (Times of India for Learning Ltd), ISBN: 978-81-931001-4-0

Bagchi, S., Bhadra, S., Saha, K., & Ghosh, A. 2015. Commonality in diversity: Findings from multiple Indian start-ups. In PRS Sarma and V Sahay (Eds.) **Cases in Management**, ET Cases (Times of India for Learning Ltd), ISBN: 978-81-931001-5-8

Ghosh, A., & Ray, S. forthcoming. The Strategy Academy (Teaching Case). In K. Ramchandran (Ed.), **Cases on Indian Entrepreneurs**. Tata McGraw-Hill Education.

WORKING PAPERS (2017-2019)

Ghosh, A., Ansari, S., and Ray, S. "Strategic Transition to Organizational Hybridism"

Ghosh, A., Ansari, S., and Ray, S. "Towards a theory of pre-hybrid organizing: An in-depth account of an organization's struggle in deciding hybridity"

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Ghosh, A., Ansari, S., and Ray, S. "Theorizing the renewal of sensemaking vocabulary during organizational transition to hybridism"

Ghosh, A., and Ray, S. "Brining research and practice together in Social Entrepreneurship: Reflection on a participatory action research in a social enterprise"

Chatterjee, A., and Ghosh, A. "Creative Disruption: Scaling up good practices"

CONFERENCES (SELECTIVE LISTING)

1. Chatterjee and Ghosh, "Creative Disruption: How the Child In Need Institute Created and Disseminated New Practices", 37th Strategic Management Society Annual Conference, Houston USA, October 28-31 2017.
2. Ghosh and Ray, "Strategic Transition towards Organizational Hybridism: Action Research with CINI India", paper presented at the 77th Annual Meeting of the Academy of Management, Atlanta USA, August 4-8 2017.
3. Chatterjee and Ghosh, "Scaling up good ideas: Institutional Work from the Margins", paper presented at the 77th Annual Meeting of the Academy of Management, Atlanta USA, August 4-8 2017.
4. Ghosh and Ray, "Bridging theory and practice gap: scope for action research in social entrepreneurship", paper presented at the International conference on methodological issues in Social Entrepreneurship knowledge and practice, TISS Mumbai India, January 18 – 20 2017.
5. Ghosh, "Becoming hybrid – the roller coaster ride of CINCOMM", paper presented at the Annual Conference of North America Case Research Association, Las Vegas USA, October 6-8 2016.
6. Ghosh and Ansari, "A framework for organizational transition into hybridity: a case study of a non-profit in India", paper presented at the 36th Strategic Management Society(SMS) Conference, Berlin Germany, September 17-20 2016.
7. Ghosh, Ansari and Ray 2016, "Navigating the tensions and conflicting institutional environments: theorizing a trajectory framework for strategic transition towards hybrid organizing", paper presented at the 32nd European Group for Organizational Studies(EGOS) Annual Colloquium, Naples Italy, July 7-9 2016.
8. Ghosh and Ray 2016, "Bridging Social Entrepreneurship theory and practice gap: a first person account and reflection on action research", paper presented at the National Conference on Methodological Issues in Social Entrepreneurship, TISS Mumbai India, January 28-30 2016.
9. Ghosh, Ansari and Ray 2015, "Towards a theory of organizational decision making for transitioning into new hybrid form", paper presented at the 3rd PAN IIM World Management Conference, IIM Indore, December 16-18 2015.
10. Ghosh, Ansari and Ray 2015, "Towards a theory on deciding new(hybrid) form of organizing: an in-depth account of a leading Indian organization's struggle in going hybrid", paper presented at the 4th Indian Academy of Management (IAM) Conference, IIM Lucknow Noida Campus India, December 11-12 2015.
11. Ghosh, Ansari and Ray 2015, "Theorizing (pre) hybrid organizing: an in-depth account of an organization's struggle to go hybrid", paper presented at the 35th SMS Conference, Denver USA, October 3-6 2015.
12. Ghosh, Ansari and Ray 2015, "Changing Organizational forms to address social challenges: a model of (pre) hybrid organizing", paper presented at the 31st EGOS Colloquium, Athens Greece, July 2-4 2015.
13. Ghosh and Ray 2014, "Nutrimix Community + : Co-creating sustainable value chain by integrating institutional programs on nutrition and livelihood generation", paper presented at Together for Nutrition 2014 Conference by IFPRI-POSHAN, New Delhi India, October 29-30 2014.

14. Ghosh and Ray 2014, "New insights into NPO survival: legitimacy balancing in CINI India", paper presented at the 14th European Academy of Management (EURAM) Conference, Valencia Spain, June 4-7 2014.
15. Ghosh 2013, "Strategic balancing of organizational legitimacy in social entrepreneurship", paper presented at the Strategic Management Society (SMS) Special Conference India, ISB Mohali India, December 17-19, 2013.
16. Ghosh 2013, "Sustainable development at BoP through social ventures: a participatory action research on community-centric micro-market creation by a social enterprise in collaboration with government institutions, NGO and corporate", paper presented at "Organizing and Governing Inclusive Business Workshop" organized by oikos-UNDP Young Scholars Development Academy, Istanbul Turkey, September 2-6, 2013.
17. Ghosh, Ray and Biswas 2012, "Child In Need Institute", paper presented at the 24th Association of Indian Management Schools (AIMS) Convention, Hyderabad India, August 26-27, 2012.
18. Ghosh and Ray 2012, "The Strategy Academy: the final hurrah of an academic entrepreneur", paper presented at the annual conference of the Society of Entrepreneurship Educators (SEE), ISB Hyderabad India, March 29-30, 2012.
19. Basu, Biswas, Ghosh,A. and Ray,S. 2014, "A convergence initiative in a West Bengal development block: are integrated multi-party approaches effective", presented at 'Together for Nutrition 2014 Conference' by IFPRI-POSHAN, New Delhi India, October 29-30 2014.
20. Basak, Saha, and Ghosh. 2015, "Towards a theory of pricing and procurement decision for discounts on perishable goods in maximizing profits", paper presented at the 3rd PAN IIM World Management Conference, IIM Indore India, December 16-18 2015.
21. Risbud, Sinha, and Ghosh. 2016, "The difference of having and not having financial policy: the curious case of CINCOMM", presented at the Global Summit on Management Cases (GSMC), IIM Raipur India, February 5-6 2016.
22. Bagchi, Bhadra, Ghosh, and Saha K. 2017, "Commonality in Diversity – Findings from Multiple Indian Start-ups", presented at the Global Summit on Management Cases (GSMC), IIM Raipur India, February 10-11, 2017

ACADEMIC SOCIETY MEMBERSHIPS

- Academy of Management (AoM)
- Strategic Management Society (SMS)
- North American Case Research Association (NACRA)

TERTIARY QUALIFICATIONS

- NCC Air Wing B and C Certificate, Best Cadet Award (1995)
- Hobby Pilot, License to fly single engine aircraft (CESSNA 152)
- Sports : Table Tennis, Swimming, Kayaking
- Certifications: The Climate Project (TCP), Six Thinking Hats, KAIZEN
- 1 Year Special Management Program for Entrepreneurs-Managers, IIM Calcutta (2000-2001)

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REFERENCES ON REQUEST

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