

Deepak Kumar Sinha

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Education

Massachusetts Institute of Technology, Ph.D., Corporate Strategy and Policy, 1991

Indian Institute of Management Calcutta, PGDM, 1979

B.I.T., Sindri, B.Sc. Engineering (Mechanical), 1976

Positions held

Professor, Strategy, **Indian Institute of Management Bangalore**, 2000-current

Associate Professor, Department of Management, **Hong Kong Baptist University**, 1995-2000

Assistant Professor, Strategic Management, Krannert Graduate School of Management, **Purdue University**, 1990-1995

Research Associate (Part time), **Harvard Business School**, 1989-1990

Research/Teaching Assistant, **M.I.T.**, 1986-1990

Executive Consultant, **Arjay Management Centre Private Ltd**, Madras, 1982-1986.

Planning Engineer, **National Thermal Power Corporation**, 1979-1981

Executive Trainee, **Heavy Engineering Corporation**, Ranchi, 1976-1977

Publications

Refereed articles

IIMB's A-list Journals

Leonard-Barton, D., and Deepak K. Sinha, "A study of developer-user interaction and user satisfaction in internal technology transfer," *Academy of Management Journal*, 36, 5, 1993, pp. 1125-1139.

Sinha, Deepak K. and Michael A. Cusumano, "Complementary resources and cooperative research: A model of research joint ventures among competitors," *Management Science*, September, pp. 1091-1106, 1991.

"The contribution of formal planning to decisions," *Strategic Management Journal*, 11, 1990, pp 479-492.

IIMB's B-list Journals

"Market Clearing with some Neo-Keynesian Features," *Journal of Macroeconomics*, 29, 1, (March), pp. 206-225, 2007.

"Endogenous growth cycles in continuous time," *Journal of Economics*, 81, 2, pp. 127-153, 2004.

"Diffusion of Innovations in Globally Stable Walrasian Equilibrium," *Journal of Economics*, 66, 1, pp. 1-22, 1997.

"Dynamic Implications of Capital Market Perfection," *Southern Economic Journal*, 62, 4, pp. 957-965, 1996.

Other Journals

K. Anand, L Prasad, Srinivas Prakhya and Deepak K Sinha "Exploring the relationship between top management's peripheral vision, their leadership orientations, and employees' organizational identification as perceived by knowledge workers: An empirical analysis," *ASCI Journal of Management*, 42, 2, 1-25, 2012.

R. Sai Prakash and Deepak K Sinha "Technological change: Random shock or conscious choice?" *Journal of High Technology Management Research*, 19, pp. 1-10, 2008.

"On the differing pattern of corporate diversification," *International Advances in Economic Research*, 6, 4, pp. 749-762, 2000.

Hung, Bill W.S. and Deepak K Sinha "Are Income and Consumption Cointegrated?" *Atlantic Economic Journal*, 28, 1, p. 114, 2000.

"On Conglomerate Diversification," *Atlantic Economic Journal*, 27, 1, p. 115, 1999.

"Menu Cost as Investment in Productivity," *Atlantic Economic Journal*, 26, 1, p. 117, 1998.

"Walrasian Equilibrium and Cointegration," *Atlantic Economic Journal*, 25, 1, p. 113, 1997.

"Economics and Strategy: Two Cultures, Two Paradigms?" *Economic and Political Weekly*, 32,48 (Nov 29-Dec 5), pp. M78-M82, 1997 (with Murthy, K.R.S., and Ramachandran, J.).

"Some Implications of (Weak) Hicksian Gross Substitutability," *Indian Economic Journal*, 43, 4, pp. 111-116, 1996.

"Consumer's surplus in monopolistic competition a la Dixit and Stiglitz," *Atlantic Economic Journal*, 23, 4, p. 333, 1995.

"Dynamic restrictions on movement of prices due to homogeneity of demand," *Atlantic Economic Journal*, 22, 4, p. 72, 1994.

"Analyze your marketing variances," *Journal of Sales Management* (U.K.), December, pp. 14-22, 1985.

Book Review

“JVs, FDI and Technology Transfer,” *Economic and Political Weekly*, August 30, pp. 3705-6, 2003.

Book Chapters

"Strategic planning in the Fortune 500," in H. E. Glass and M.A. Hovde (eds) *Handbook of Business Strategy, 1991/1992 Yearbook*, Boston: Warren Gorham & Lamont.

"Can we measure elasticity of demand from time series data on prices and quantities?" in Joseph A. Cote and Siew Meng Leong (eds) *Advances in Consumer Research, Vol I*, Provo, CT: Association of Consumer Research, 1994.

Conference Proceedings

"Acquisitions by MNCs in Developing Countries: Governance, Welfare, and Shareholder Interest," *Proceedings of the Conference on Economic Liberalisation in South Asia*, Chennai, August 10-12, 1998 (with Murthy, K.R.S., and Ramachandran, J.)

"Is there a term length bias in cointegration studies of interest rates? An investigation of 1-month and 1-year rates in some Pacific rim countries," *Proceedings of the Chinese Finance Association Conference*, Taipei, May, 1998, pp. 55-65 (with Hung, Bill W.S.)

"Strategy, Structure, and Mah-Jong," *Proceedings of the 4th International Organizational Behaviour Teaching Conference*, January 3-5, 1997, Hong Kong, pp. 89-92 (with Erdener, C.B., Kang-Liew, I.L. and Leung, S.M.)

"Linking endogenous technical progress with trade theory: A model of gains from trade in a constant returns world economy," *Proceedings of the AIB Southeast Asia Pacific Conference*, 1993, (Finance Division) pp. 1-15.

"Is this the downward sloping demand masquerading as the experience curve?" *Proceedings of the AIB Southeast Asia Conference*, 1992, pp. 405-410.

"A model of R&D joint ventures," *Best Papers Academy of Management Proceedings*, 1990 (with Cusumano, M.A.)

"A model of horizontal joint ventures," *Best Papers Academy of Management Proceedings*, 1990 (with Koh, J.)

"Export marketing manpower planning: a critique," *Proceedings of the Asia Pacific Marketing Congress*, New Delhi, 1986.

Unpublished Research

Working Papers

“Estimation of firm-level productivity changes in the Indian power sector: Disentangling unobserved heterogeneity by a transformed fixed-effect stochastic frontier model,” (with Anish Sugathan, Deepak Malghan, S. Chandrashekar), Indian Institute of Management Bangalore, 2013.

“Economic reforms and evolution of industrial structure: A study of Indian industry,” (with Murali Patibandla), Indian Institute of Management Bangalore, 2008.

“Endogenous growth cycles in continuous time,” Working paper #218, Indian Institute of Management Bangalore, 2003 (appears as the *Journal of Economics* paper mentioned above).

"On the differing pattern of corporate diversification across economies," BRC Working Paper # 99034, Hong Kong Baptist University, 1999.

"On the stability of always clearing markets", BRC Working Paper # 99019, Hong Kong Baptist University, 1999.

"National Income, Consumption, and Cointegration: An Analysis of Data from Pacific Rim Economies," BRC Working Paper #97031, Hong Kong Baptist University, 1997 (with Hung, Bill W.S.)

"Optimal Credit Policy in Globally Stable Walrasian Equilibrium," BRC Working Paper #96011, Hong Kong Baptist University, 1996.

"Are National Income and Consumption Cointegrated?: Some Results from Hong Kong," BRC Working Paper #96014, Hong Kong Baptist University, 1996 (with Hung, Bill W.S.)

"Stability and Economic Growth," BRC Working Paper # 95021, Hong Kong Baptist University, 1995.

"Dependence, Involvement, and User Satisfaction: The Case of Internal Software Development," Working Paper #91-008, Harvard Business School, 1990 (with Leonard-Barton, D.)

"Correlated Returns and the Pattern of Diversification: A Spatial Model," Working Paper #989, Purdue University, 1990.

"An equilibrium explanation of empirically observed cost-cumulative volume relationship at the levels of the firm, the industry, and the economy," CMME working paper # 93-2-1, Purdue University, 1993.

Manuscripts under Preparation

“When is a mousetrap really better? Manufacturing productivity in the US, 1958-2009.”

“The nature of adjustment costs.”

“A hedonic adjustment to US manufacturing output, 1958-2009.”

Ongoing Research

Technological change, Productivity; Economic cycles, Corporate governance, Diversification, Divisionalisation, Alliances.

Scholarly/Research Related Activity

Grants

R&P Grant for Rs. 250,000 for work on "Estimation of firm-level productivity changes in the Indian power sector: Disentangling unobserved heterogeneity by a transformed fixed-effect stochastic frontier model," (with Deepak Malghan), Indian Institute of Management Bangalore, 2013.

FPM&R Grant for Rs. 200,000 for work on "Total factor productivity growth at Rail Wheel Factory, Yelahanka" (with Professors Anand Sharma and T.V. Ramanayya), 2008.

NSRCEL Grant for Rs. 1,50,000 for work on Capital markets and creative destruction: a mathematical model of the Schumpeterian scheme of growth

FPM&R Grant for Rs. 40,000 for work on "Endogenous growth cycles in continuous time".

CDOCTA Grant for development of teaching notes, Rs. 10,000 (with Prabhu, G.N. and Jose, P.D.)

Hong Kong Baptist University (FRG/97-98/II-21; HK\$67,000): "A test for the existence of a unique and stable monopolistic equilibrium" 1997-1998, (with Hung, Bill W.S.)

Hong Kong Baptist University (TDG/9798/IV/13; HK\$28,000): "Developing a strategic management case on business in China" 1997-1998, (with Leung, Alicia S.M. and Luk, Vivienne).

Hong Kong Baptist University (FRG/96-97/II-58; \$58,664): "Are Consumption and National Income Cointegrated? A Multi Country Study" 1996-1997, (with Hung, Bill W.S.)

Royal Hong Kong Jockey Club Fellowship, awarded by the Association of Commonwealth Universities, 1996-97.

Hong Kong Baptist University (FRG/95-96/I-13; \$25,200): "Economic Growth in Globally Stable Walrasian Equilibrium: A Theoretical and Empirical Investigation with Data from Hong Kong", 1995-1996.

Hong Kong Baptist University (TDG/95-96/8(p); HK\$82,500): "Teaching Development Grant for Strategic Management, BUS 3191-3192", 1995-96 (with Kang Liew, I.L., Ebrahimi, B., Erdener, C.B., Leung, S.M. and Taormina, R.).

International Travel Grant, Purdue Research Foundation, 1992.

Conference presentations:

"On differential efficiency," 5th annual conference of the Strategic Management Forum, Jamshedpur, April 2003.

"The Ownership of Equity Joint Ventures in China: An Analysis of Changing Temporal Pattern during 1984-1995," 4th annual conference of the Strategic Management Forum, Gurgaon, April 2002 (with Hung, Bill W.S.).

"Foreign Direct Investment in Developing Countries and the Interests of Host Country Shareholders", WEAI Conference, Sydney, January 2000.

"On the sources of differential efficiency," 74th Annual Conference of the WEA

International, held on July 6-10, 1999, at San Diego, California.

"Some links between growth theory and the new Industrial Organization," 44th Conference of the International Atlantic Economic Society, held on March 23-26, 1999, in Vienna.

"Acquisitions by MNCs in developing countries: Governance, welfare, and shareholder interest," Conference on Economic Liberalisation in South Asia, Madras, August 9-11, 1998 (with Murthy, K.R.S. and Ramachandran, J.)

"On the differing pattern of corporate diversification across economies," 43rd Annual Conference of the International Atlantic Economic Society, held on October 8-11, 1998, in Boston.

"Is there a term length bias in cointegration studies of interest rates?: An investigation of 1-month and 1-year rates in some Pacific Rim Countries," 1998 CFA Annual Meeting and Conference, Chung Li, Taiwan (with Hung, Bill W.S.).

"Real options and ownership share of equity joint ventures in China". Conference on Economics and Management in China, Vancouver, Canada, 1998 (with Hung, Bill W.S. and Zhang, Xiaohe).

"Investment in quality and economic growth," 73rd Annual Conference of the WEA International, held on June 29-July 2, 1998, at Lake Tahoe, Nevada.

"The effect of duration of maturity on cointegration of interest rates: An investigation of 1-month and 1-year rates in some Pacific rim economies," The Sixth Conference on Pacific basin Business, Economics and Finance, May 28, 1998, Hong Kong (with Hung, Bill W.S.).

"National Income, Consumption, and Cointegration: An Analysis of Data from Pacific Rim Economies", 3rd Biennial Pacific Rim Allied Economic Organizations Conference, January 13-18, 1998, Bangkok. (with Hung, Bill W.S.).

"Economics and Strategic Management: Two cultures, two paradigms?" Conference on Economic Foundations of Strategic Management, held on August 21-22, 1997 at Indira Gandhi Institute of Development Research, Mumbai (with Murthy, K.R.S. and Ramachandran, J.)

"Can we measure elasticity of demand from time series data on prices and quantities?" Association of Consumer Research, Asia-Pacific Conference, Singapore, June 1994.

"Linking endogenous technological progress with trade theory: A model of gains from trade in a constant returns world economy," AIB Southeast Asia Conference, Hong Kong, June 1993.

"Is this the downward sloping demand masquerading as the experience curve?" AIB Southeast Asia Conference, Brisbane, June 1992.

"Mutual adaptation as a contributor of user satisfaction in internal technology transfer," Academy of Management Annual meeting, Miami, August 1991 (with Leonard-Barton, D.)

"Does structure follow competition?" Academy of Management Annual meeting, Washington, D. C., August 1989.

"The global city: A model of diversification," Conference on Strategic Management, Wharton School, Philadelphia, 1989.

"A model of R&D joint ventures," Academy of Management Annual meeting, San Francisco, 1991 (with Cusumano, M.A.).

"A model of horizontal joint ventures," Academy of Management Annual meeting, San Francisco, 1991 (with Koh, J.).

Development of Teaching Material

Published Cases

"San Miguel Breweries Hong Kong Limited", The Management Development Centre of Hong Kong, 1999 (in Cantonese, with Leung, Alicia S.M.).

"Intel and licensing in the semiconductor industry", Harvard Business School Publishing, HBS Case Catalog # 9-190-133, 1990 (with Brandenberger, A. and Krishna, V.).

"Photolithography industry, Harvard Business School Publishing, HBS Case Catalog # 9-190-107, 1990 (with Brandenberger, A. and Krishna, V.).

Other Cases (Unpublished)

United Phosphorus Limited

L&T vs Grasim (Dossier of documents)

Bajaj Allianz (Dossier of documents)

"Wing-On Company International Limited", Hong Kong Baptist University, 1996 (with Kang Liew, I.L., S.M. Leung, Alicia S.M., and Lo, Susanna Y.F.).

"GAF Corporation (A)", Purdue University, 1995.

"GAF Corporation (B)", Purdue University, 1995.

"GAF Corporation (C)", Purdue University, 1995.

"GAF Corporation (D)", Purdue University, 1995.

"Jones & Laughlin Steel in Hennepin, Illinois", Purdue University, 1994.

"Minnetonka, Inc. (A)", Purdue University, 1993.

"Minnetonka, Inc. (B)", Purdue University, 1993.

Teaching notes

Defining a business

A template for structural analysis of an industry

Business Level Strategy

Note on the use of financial ratios in strategic management-1

Note on the use of financial ratios in strategic management-2

The failure of established firms

Teaching

Courses taught:

Competition & Strategy/Strategic Management (Core course in PGP/PGPEM/EPGP)
Strategy Classics (FPM)
Strategy Content Seminar (FPM)
Strategy & Organisation (Elective; PGP/PGPEM/EPGP)
Corporate Strategy (Elective; PGP/PGPEM/EPGP/PGPPM)
Advanced Corporate Strategy (Elective; PGP/PGPEM)
Seminar in Strategic Management (FPM)
Strategic Management for Public Organizations (Core course for PGPPM)

Also taught one or more sessions at:

XLRI, Jamshedpur
IIMK, Kozhikode
IFIM, Bangalore
Karagam Arts and Science College, Department of Management, Coimbatore.

Executive Teaching

Coordinated and/or taught 'Strategic Analysis for Competitive Advantage' to participants from:

Siemens
Reliance
SKF
Phillips
RPG Top Leadership Development Programme
Indian Foreign Services
IMP
EGMP
Armed Services

Professional Activities

Editor

Area Editor, Strategy, *IIMB Management Review* (Current)

Refereeing

Occasionally reviewed papers for the following journals:

IIMB Management Review
FOCUS
Journal of Macroeconomics
Journal of Economics
Vikalpa
American Economic Review
Organization Science
The International Journal of Organizational Analysis
Journal of Business Research
Best Papers Proceedings, Academy of Management

Professional Service

Session Chair on Telecommunications Industry in India, National Seminar on Service Industry: Prospects and Problems, Karpagam Arts and Science College, Department of Management, Coimbatore, 2004.

Session Chair on Market Structure, 43rd Annual Conference of International Atlantic Economic Society, Boston, 1998.

Served on the Panel of Judges for the "Best Paper of the Year Contest" organized by the Hong Kong Federation of Business Students, 1996-98

Referee for Research Grants

Reviewed several FRG (Research Grant) proposals for Hong Kong Baptist University.

Talks

"Related and unrelated diversification as profit maximizing strategies", Indira Gandhi Institute of Development Research, Mumbai, August, 1998.

"Economic Prospects of South Asia" to government officials from Tibet Province of PRC (with Hung, Bill W.S.), 1996.

Dissertation Supervision

"Essays on strategies and performance of banks along multiple dimensions in a developing economy," Anurag, P., Indian Institute of Management Bangalore, ongoing (Chair).

"Role of Metaroutines in shaping multi-level Ambidexterity," Saurav Snehrat, Indian Institute of Management, Ranchi, 2018 (as external examiner).

"Three Essays on Evolution of the Indian Cellular Industry," Rajkumar Upadhyay, Indian Institute of Management Bangalore, 2017 (Chair).

"Three Essays on Multimarket Competition," Rupanwita Dash, Indian Institute of

Management Bangalore, 2016 (as external examiner).

“Corporate Governance and Initial Public Offerings,” Deepika R Gupta, Indian Institute of Management Bangalore, 2016 (Member).

“Essays on Institutional Determinants of Firm Behaviour,” Anish, S., Indian Institute of Management Bangalore, 2013 (Chair).

“Essays on developing economy business groups,” Apalak Khatua, Indian Institute of Management, Calcutta, 2012 (as external examiner).

“The Influence of National Culture on Transaction Cost: Evidence from Multinational Entry Mode,” Ramya, T.V., Indian Institute of Management Bangalore, 2011 (As external examiner).

“Essays on competition in the Indian banking industry,” Samir Kagalkar, Indian Institute of Management Bangalore, 2011 (Chair).

“Internationalization, Corporate Governance and Firms’ Performance: an Analysis of Indian Firms,” Chitra Singla, Indian Institute of Management Bangalore, 2010 (Member).

“Effect of business group and industry affiliation on firm performance – An exploratory study of Indian business group affiliated companies,” Srinivas Ainavolu, Indian Institute of Management, Calcutta, 2009 (as external examiner).

“Essays on mergers and acquisitions in emerging economy context: premia, motives and valuation consequences,” Ashutosh Kumar Sinha, Indian Institute of Management Bangalore, 2009 (Chair).

“Implementation of Expansion Strategy – Impact of Industry and Firm Context,” Arun Kumar Tripathy, Indian Institute of Management Bangalore, 2008 (Member).

“Empirical determination of the extent of market”, R. Sai Prakash, Indian Institute of Management Bangalore, 2007 (Chair).

“Role of Trust in Governance of Inter Firm Dyads: The Case of Indian Software Offshore Development Centers”, Amarendra Kumar, Indian Institute of Management Bangalore, 2006 (Chair).

“Entrepreneurial Orientation of Organization and Firm Performance: A Study of Moderating Effect of Organization’s Business Level Strategy” Chandra Sekhar Mohanty, Indian Institute of Management Bangalore, 2006 (Member).

"Diversification and Profitability in large companies in India," Binny Prabhakar, Indian Institute of Management, Bangalore, 2000 (as external examiner).

"Marketing Management in Madhya Pradesh Industrial Development Corporation," by Jayant Sonwalkar, Devi Ahalya College, Indore, India, 1993 (as external examiner).

Awards

1990 Best Paper Runner Up, The Technology and Innovation Management Division, Academy of Management.

1989 Best Paper, FAR/Planning Forum Best Paper in Corporate and Organizational Planning

Contest.

1988 Honourable Mention, "Meet the Corporate Challenge Contest," Institutional Investor Inc., Washington, D.C.

1986 "Marketing Communicator of the Year," Institute of Marketing & Management, New Delhi.

1979 "Best Student of Marketing," Institute of Marketing & Management, New Delhi.

1976 First prize, "Invention Essay Contest," National Research Development Corporation, New Delhi.

Service

Chairman, Fellow Programme in Management, IIMB, 2008-2012.

Area Chairman, Corporate Strategy & Policy, IIMB, 2007-2012.

Member, Faculty Development and Evaluation Committee, IIMB, 2009-2013.

Member, PGP Review Committee, 2005.

Member, Committee on Incentives for Research and Publications, 2008.