

SOUMITRA DUTTA
Professor of Operations, Technology and Information Management
Cornell SC Johnson College of Business
Cornell University
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POSITIONS

7/12 – now **Cornell University, Ithaca and New York City, New York:**
Cornell SC Johnson College of Business

7/12- now Professor of Operations, Technology and Information Management
3/16 – 1/18 Dean

7/12 – 3/16 **Samuel Curtis Johnson Graduate School of Management**
Anne and Elmer Lindseth Dean

8/89 – 8/12 **INSEAD, Fontainebleau, France:**
7/98 – 8/12 The Roland Berger Chaired Professor of Business and Technology
9/99 – 8/12 Faculty Director, eLab@INSEAD (elab.insead.edu)
(Founder and Director of eLab, an endowed research center on digital excellence)

9/06 – 8/09 Dean of External Relations
(Responsible for alumni relations, fund raising, global strategy and operations including Middle East campus in Abu Dhabi, marketing and communications)

9/02 – 8/06 Dean of Executive Education
(Responsible for all non-degree executive education delivered globally to ~12,000 senior executives generating annual revenues in excess of \$120m, one of the largest such operations in the world.)

9/99 - 8/02 Dean of Technology and E-learning
(Responsible for all aspects of the use of technology for innovations in learning and pedagogy)

7/95 - 8/99 Co-Director, Research in Information Systems Excellence (RISE)
8/98 – 8/12 Professor of Information Systems, Technology Management Area
7/93 - 6/98 Associate Professor of Information Systems, Technology Management Area.
9/89 - 6/93 Assistant Professor of Information Systems, Technology Management Area.

1/10 – 8/10 **Judge School of Business, University of Cambridge**
Visiting Professor

1/10 – 8/10 **Oxford Internet Institute, University of Oxford**
Visiting Professor

1/99 – 6/99 **Haas School of Business, University of California, Berkeley:**
Visiting Professor
1/98 - 6/98 Visiting Professor.
9/96 - 5/97 Visiting Professor.

9/99 – 5/00 **Athens Laboratory for Business Administration (ALBA), Athens, Greece**
Visiting Professor

1/91 - 6/98 **Solvay Business School, Université Libre de Bruxelles, Brussels:**
Visiting Professor

9/90 - 6/93 **Vrije Universiteit Brussel, Brussels:**
Visiting Professor

6/90 - 9/90 **General Electric Corporate R & D, Schenectady, New York:**
Visiting researcher.
5/88 - 9/88 Summer intern.

5/86 - 8/89 **Computer Science Division, University of California, Berkeley:**
Research assistant.
8/85 - 4/86 Teaching assistant.

5/84 - 8/84 **Schlumberger Japan Inc., Nagaoka, Japan:**
Trainee field engineer.

EDUCATION

INSEAD, Fontainebleau, France (2008-2009)

The Challenge of Leadership (Executive Program – 4 weeks)

University of California at Berkeley, Berkeley, California (1985 - 1990):

Ph.D. in Computer Science (5/90); *major* in artificial intelligence, *minors* in finance and statistics.
Thesis advisor: Prof. L.A. Zadeh, UC Berkeley.

M.S. in Business Administration (12/89); *specializations* in management science and finance.

M.S. in Computer Science (5/87); *major* in artificial intelligence.

Indian Institute of Technology, New Delhi, India (1981 - 1985):

B.Tech. in Electrical Engineering & Computer Science (5/85); *major* in computer networks.
(ranked 2nd in graduating class)

RESEARCH INTERESTS

- Artificial intelligence and the future of work and organizations;
- Social media and big data analytics;
- Technology and innovation policies;

BOOKS & RESEARCH MONOGRAPHS

“Entrepreneurship and the Finance of Innovation in Emerging Markets”, Elsevier, 2017. (Co-authored with Peter Cornelius and Lourdes Casanova).

“Global Innovation Index 2017: Innovation feeding the world”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), July 2017. (<http://www.globalinnovationindex.org>) (Co-edited with B. Lanvin and S. Wunsch-Vincent)

“Global Innovation Index 2016: Winning with Global Innovation”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), Aug 2016. (Co-edited with B. Lanvin and S. Wunsch-Vincent)

“The Global Information Technology Report 2016: Innovating in the Digital Economy, Published by the World Economic Forum, April 2016 (Co-edited with Silja Baller and B. Lanvin). (<http://www.weforum.org/issues/global-information-technology>)

“Global Innovation Index 2015: Effective Innovation Policies for Development”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), Sep 2015. (Co-edited with B. Lanvin and S. Wunsch-Vincent)

“The Global Information Technology Report 2015: ICTs for Inclusive Growth, Published by the World Economic Forum, April 2015 (Co-edited with T. Geiger and B. Lanvin).

“Global Innovation Index 2014: The Human Factor in Innovation”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), July 2014. (Co-edited with B. Lanvin S. Wunsch-Vincent)

“The Global Information Technology Report 2014: Rewards and Risks of Big Data, Published by the World Economic Forum, April 2014 (Co-edited with B. Bilbao Osario and B. Lanvin).

“Ask, Measure, Learn: Using Social Media Analytics to understand and influence customer behavior”, O’Reilly, Feb 2014 (with L. Finger)

“Global Innovation Index 2013: The Local Dynamics of Innovation”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), July 2013. (Co-edited with B. Lanvin)

“The Global Information Technology Report 2013: Growth and Jobs in a Hyper-connected world, Published by the World Economic Forum, April 2013 (Co-edited with B. Bilbao Osario and B. Lanvin).

“Global Innovation Index 2012: Stronger Innovation Linkages for Global Growth”, Published by INSEAD and the World Intellectual Property Organization (WIPO), July 2012. (Co-edited with B. Lanvin)

“The Global Information Technology Report 2012: Living in a Hyper-connected world, Published by the World Economic Forum, April 2012 (Co-edited with B. Bilbao Osario).

“Global Innovation Index 2011: Accelerating Growth and Development”, Published by INSEAD, June 2011.

“InnovaLatino: Fostering Innovation in Latin America”, Published by Ariel and Fundacion Telefonica in collaboration with Editorial Planeta, May 2011. (Co-edited with M. Pezzini)

[\(http://www.fundaciontelefonica.com/arte_cultura/publicaciones-listado/pagina-item-publicaciones/itempubli/85/\)](http://www.fundaciontelefonica.com/arte_cultura/publicaciones-listado/pagina-item-publicaciones/itempubli/85/)

“The New Internet World: A Global Perspective on Freedom of Expression, Privacy, Trust and Security Online”, Published by the World Economic Forum, April, 2011 (with W. Dutton and G. Law). Available at SSRN: <http://ssrn.com/abstract=1810005>

“The Global Information Technology Report 2010-2011: Transformations 2.0, Published by the World Economic Forum, April 2011 (Co-edited with I. Mia)

“The Global Information Technology Report 2009-2010: ICT for Sustainability”, Published by the World Economic Forum, March 2010 (Co-edited with I. Mia).

“Global Innovation Index 2010”, Published by INSEAD and the Confederation of Indian Industry, March 2010.

“The Global Information Technology Report 2008-2009: Mobility in a Networked World”, Published by the World Economic Forum, March 2009 (Co-edited with I. Mia).

“Global Innovation Index 2009”, Published by INSEAD and the Confederation of Indian Industry, March 2009.

“Innovating at the Top: How Global CEOs Drive Innovation for Growth and Profit”, Palgrave Macmillan, January 2009. (Co-authored with Roland Berger, Geoffrey Samuels and Tobias Raffel)

“Throwing Sheep in the Boardroom: How Online Social Networking will Transform your Life, Work and World”, Wiley, December 2008. (Co-authored with Matthew Fraser)

“The Global Information Technology Report 2007-2008: Fostering Innovation through Networked Readiness”, Palgrave Macmillan, March 2008 (Co-edited with I. Mia).

“The Global Information Technology Report 2006-2007: Connecting to the Networked Economy”, Palgrave Macmillan, March 2007 (Co-edited with I. Mia).

“The Global Information Technology Report 2005-2006: Leveraging ICT for Development”, Palgrave Macmillan, March 2006 (Co-edited with A. Lopez-Claros and I. Mia).

“The Information Society in an Enlarged Europe”, Springer-Verlag, Feb 2006 (Co-edited with A. De Meyer, A. Jain and G. Richter).

“The Global Information Technology Report 2004-2005: Efficiency in an Increasingly Connected World”, Palgrave Macmillan, March 2005 (Co-edited with A. Lopez-Claros).

“The Global Information Technology Report 2003-2004: Towards an Equitable Information Society”, Oxford University Press, Feb. 2004. (Co-edited with B. Lanvin and F. Puaa).

“The Global Information Technology Report 2002-2003: Readiness for the Networked World”, Oxford University Press, Jan. 2003 (Co-edited with B. Lanvin and F. Puaa).
(Chinese Edition: Hua Zhang Economic Management Publishing Center, Beijing, November 2003)

“The Bright Stuff: How Innovative People and Technology can make the Old Economy New”, Financial Times/Prentice Hall, 2002 (Co-authored with Arnoud De Meyer and Sandeep Srivastava)

“Embracing the Net: get.competitive”, Financial Times/Prentice Hall Publishing, 2001 (Co-authored with Sandeep Srivastava).

"Process Reengineering, Organizational Change and Performance Improvement", Mc-Graw Hill, London, 1999 (Co-authored with Jean-Francois Manzoni).
(Chinese Edition: McGraw Hill and China Renmin University Press, Beijing, 2001)

"Knowledge Processing and Applied Artificial Intelligence", Butterworth-Heinemann, London, 1993.

RESEARCH PUBLICATIONS

“An insight into the Z-number approach to CWW”, *Fundamenta Informaticae*, Special issue on Cognitive Informatics and Computational Intelligence, Vol 124 (1-2), pp. 197-229, 2013 (with SK Pal, R Banerjee and S Sen Sarma).

"Granular Computing Web Models in the Classification of Web Content Data", Proceedings of 2012 IEEE/WIC/ACM International Conference on Web Intelligence and Intelligent Agent Technology, (4-7 Dec 2012, Macao, China), pp. 175-179, 2012 (with S Meher and SK Pal).

“Class-dependent Rough-Fuzzy Granular Space, Dispersion Index and Classification” *Pattern Recognition* 45, no. 7, pp. 2690-2707, 2012 (with Sankar Pal and S.K. Meher)

“Fuzzy rough granular neural networks, fuzzy granules and classification”, *Theoretical Computer Science*, Special issue on Rough sets and Fuzzy sets for natural computing, vol. 412, no. 42, pp. 5834-5853, 2011. (with A. Ganivada and S. K. Pal).

“Pattern Classification using class-dependent Rough-Fuzzy granular space”, Proceedings of the 5th Intl. Conf. on Rough Set and Knowledge Technology (RSKT 2010), Oct 15-17, Beijing Jiaotong University, Beijing, China, 2011 (Eds. J. Yu et al.), Lecture Notes in Artificial Intelligence, Springer, Vol. 6401, pp. 54-61, 2011.

“Emerging Contours of a New Internet World: Shifting Patterns of Adoption, Attitudes and Behaviour”. Paper prepared for presentation at the iCS-OII Symposium on ‘A Decade in Internet Time’ an OII-iCS Symposium on the Dynamics of the Internet and Society, University of Oxford, 21-24 September 2011 (with W. Dutton and G. Law)
http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1929791

“What is your personal social media strategy?”, *Harvard Business Review*, November 2010.

“Pattern Classification Using Class-Dependent Rough-Fuzzy Granular Space", Proc. 5th Int. Conf. on Rough Set and Knowledge Technology (RSKT2010), October 15-17, Beijing Jiaotong University, Beijing, China, 2010 (Eds. J. Yu et al.) Lecture Notes in Artificial Intelligence, Springer, vol. 6401, pp. 54-61 (with SK Pal and S Meher)

"A Web Surfer Model Incorporating Topic Continuity”, *IEEE Transactions on Knowledge and Data Engineering* Vol 17, No 5, pp. 726-729, May 2005 (with S.K. Pal and B.L. Narayan).

“Business Transformation on the Internet: Results from the 2000 Study”, *European Management Journal* , October 2001 (with A. Amoni and B. Biren)

"Business Transformation on the Internet", *European Management Journal* , Vol 17, No 5, pp. 466-476, October 1999 (with A. Segev)

"Performance Evaluation of General and Company Specific Models in Software Development Effort Estimation", *Management Science*, Vol. 45, No. 6, pp. 787-903, June 1999 (with K. Maxwell and L. Van Wassenhove).

"Information Technology and Organization within European Small Enterprises", *European Management Journal* pp. 239-251, Vol 17. No 3, June 1999 (with P. Evrard).

"Software Engineering in Europe: A Study of Best Practices", *IEEE Software* pp. 82-90, May/June 1999 (with M. Lee and L. Van Wassenhove).

"A Empirical Analysis of Software Production Problems in European Software Units", in *Proceedings of the 7th European Conference on Information Systems*, Edited by J. Pries-Heje, C. Ciborra, K. Kautz, J. Valor, E. Christiaanse, D. Avison and C. Heje, Vol. II, Copenhagen, June 1999. (with M. Lee and L. Van Wassenhove).

"Transforming Business in the Marketplace", in *Proceedings of 32nd Hawaii International Conference on System Sciences*, Maui, Hawaii, 5-8 Jan.,1999 (with A. Segev).

"Adoption levels of software best practices in European organizations", *Proceedings of the European Conference on Software Process Improvement*, 1-4 Dec., 1998, Monte Carlo (with M. Lee and L. Van Wassenhove)

"Business Transformation in Electronic Commerce: A Study of Sectoral and Regional Trends", *European Management Journal*, Vol. 16, No. 5, pp. 540-551, October 1998 (with A. Segev and S. Kwan).

"Benchmarking European Software Management Best Practices", *Communications of the ACM* , Vol. 41, No. 6, pp. 77-86, June 1998 (with S. Kulandaiswamy and L. Van Wassenhove).

"Case-Based Decision Support", *Communications of the ACM*, Vol. 41, No. 5, pp. 157-165, May 1998 (with A. Angehrn).

"Soft Computing Approaches for Software Productivity Modeling", in *Project Control for 2000 and Beyond*, R. Kusters, A. Cowderoy, F. Heemstra and J. Trienekens (Eds.), *Proceedings of the Combined 9th European Software Control and Metrics Conference and the 5th Conference for the European Network of Clubs for Reliability and Safety of Software*, Rome, Italy. May 27-29, 1998, pp. 24-32 (with M. Lee and L. Van Wassenhove).

"Case-Based Reasoning Systems: From Automation to Decision-Aiding and Stimulation", *IEEE Transactions on Knowledge and Data Engg*, Vol. 9, N°6. November/December 1997 (with B. Wierenga and A. Dalebout).

"Strategic Marketing and Customer Relationship in Electronic Commerce", *Proceedings of the 4th Conference of The International Society for Decision Support Systems*, Université de Lausanne, Switzerland, 21-22 July 1997 (with A. Segev and S. Kwan).

"Designing Management Support Systems Using an Integrative Perspective", *Communications of the ACM*, Vol. 40, N°6. June 1997 (with B. Wierenga and A. Dalebout).

"Strategies for Implementing Knowledge-based Systems", *IEEE Transactions on Engineering Management* , Vol. 44, N°1. pp. 79-90. February 1997.

"Software Development Productivity of European Space, Military, and Industrial Applications", *IEEE Transactions on Software Engineering*, October 1996 (with K. Maxwell and L. Van Wassenhove).

"Analysis of European Software Development Productivity", *Proceedings of the 4th European Conference on Information Systems*, pp. 357-366, Lisbon, Portugal, July 2-4, 1996 (with K. Maxwell and L. Van Wassenhove).

"Linking IT and Business Strategy: The Role and Responsibility of Senior Management", Invited article, *European Management Journal*, Vol. 14, No. 3, pp. 255-268, June 1996.

"Software Development Effort Estimation Based on Significant Productivity Factors: General and Company Specific Models", *Proceedings of the International Conference on Software Control and Metrics*, Wilmslow, U.K. May 15-17, 1996 (with K. Maxwell and L. Van Wassenhove).

"Improving Software Development Effort Estimation in Your Company. *Proceedings of the 1996 Software Control & Metrics Conference*, Manchester, United Kingdom, May 1996 (with K. Maxwell and L. Van Wassenhove).

"Linking IT to Business Strategy at Banco Comercial Portugues", *Journal of Strategic Information Systems*, Case study, 4(1), pp. 89-110, 1995 (with Y. Doz).

"Reengineering and Organizational Change: Lessons from a Comparative Analysis of Company Experiences", Invited article, *European Management Journal*, Vol. 13, No. 1, pp. 1-30, March 1995 (with A. Ascari & M. Rock).

"Decision Support for Planning", *Decision Support Systems*, 12, pp. 337-353, 1994.

"Merging Strategic and Tactical Planning in Dynamic, Uncertain Environments", *IEEE Transactions on Systems, Man and Cybernetics*, Vol. 24, No. 6, pp. 841-862, June 1994 (with P.P. Bonissone and N. Wood).

"Decision Support in Non-Conservative Domains: Generalization with Neural Networks", *Decision Support Systems*, 11, pp. 527-544, 1994 (with S. Shekhar and W.Y. Wong).

"Integrating Global Operations with Information Technology: Lessons from a Case Study", in the *Proceedings of 27th Hawaii International Conference on System Sciences*, Vol. IV: Information Systems: Collaboration Technology, Organizational Systems and Technology, Wailea, Hawaii, 4-7 Jan., Los Alamitos, CA, USA: IEEE Computer Society Press, pp. 453-462, 1994 (with T. Jelassi).

"Integrating Global Commercial Operations with Information Technology at BP Chemicals", Case study, *Journal of Strategic Information Systems*, 2,1, pp. 77-95, 1993 (with T. Jelassi).
Reprinted in: Competing through Information Technology: Strategy and Implementation, T. Jelassi (Ed.), pp. 37-61, Prentice Hall, 1994.

"Fuzzy Logic Applications: Technological and Strategic Issues", *IEEE Transactions on Engineering Management*, 40, 3, pp. 237-254, 1993.

"Integrating Case-Based and Rule-Based Reasoning", *International Journal of Approximate Reasoning*, 8, pp. 163-203, 1993 (with P.P. Bonissone).

"A Formal Model of Trade-off Between Optimization and Execution Costs in Semantic Query Optimization", *Data and Knowledge Engineering*, 8, pp. 131-151, North-Holland, 1992 (with S. Shekhar and J. Srivastava).

"Decision Support in Non-Conservative Domains: Generalization Using Neural Networks", in *Personal Computers and Intelligent Systems*, Information Processing 92, Vol. III, (Proceedings of the 12th World Computer Congress, IFIP '92, Madrid, Spain, Sep. 7-11, 1992), F.H. Vogt (Ed.), pp. 259-265, Elsevier, 1992 (with S. Shekhar & W.Y. Wong).

"Generalization with Neural Networks: An Application in the Financial Domain", *Journal of Information Science and Technology*, Vol. I, No. 4, pp. 309-330, Tata Mc-Graw Hill, July 1992 (with S. Shekhar).

"Business Impact of Fuzzy Logic Applications", in the Proceedings of the *International Conference on Economics/Management and Information Technology*, (Aug. 31-Sep. 4, Tokyo), T. Matsuda, J. Lesourne & Y. Takahara (Eds.), pp. 113-116, Japan Society for Information Management, 1992.

"Integrating Case-Based Reasoning in Multi-Criteria Decision Support Systems", in *Decision Support Systems: Experiences and Expectations*, IFIP Transactions A-9, T. Jelassi, M.R. Klein, and W.M. Mayon-White (Eds.), pp. 133-150, North-Holland, 1992 (with A. Angehrn).

"Merging Strategic and Tactical Planning in Dynamic, Uncertain Environments", in the *Proceedings of the 8th IEEE Conference on Artificial Intelligence Applications*, Monterey, California, March 2-6, 1992 (with P.P. Bonissone).

"Approximate Reasoning by Analogy to Answer Null Queries", *International Journal of Approximate Reasoning*, North-Holland, 5, pp. 373-398, 1991.

"Approximate Spatial Reasoning: Integrating Qualitative and Quantitative Constraints" *International Journal of Approximate Reasoning*, North-Holland, 5, pp. 307-331, 1991.

"Using Neural Networks for Modeling Corporate Bond Ratings", in *Information Technology: The Tool for Productivity*, (Indian Computing Congress Series), E. Balaguruswamy and B. Sushila (Eds.), pp. 345-354, Tata-McGraw-Hill, Delhi, 1991 (with S. Shekhar).

"Topological Constraints: A Representational Framework for Approximate Spatial and Temporal Reasoning", *Advances in Spatial Databases (Proceedings of the 2nd Symposium, SSD'91, Zurich, Switzerland, Aug. 1991)*, O. Gunther and H.J. Schek (Eds.), Lecture Notes in Computer Science, 525, Springer Verlag, pp. 161-180, 1991.

"Decision Support for Planning: Experiences from the Mergers and Acquisitions Domain", in *DSS-91 Transactions, Proceedings of the 11th International Conference on Decision Support Systems*, I. Zigurs (Ed.), June 3-5, Anaheim, CA, pp. 142-155, 1991.

"Merging Strategic and Tactical Planning in Dynamic, Uncertain Environments", in *Proceedings of the DARPA Workshop on Innovative Approaches to Planning, Scheduling and Control*, K.P. Sycara (Ed.), pp. 379-389, San Diego, Nov. 1990, Morgan Kaufmann Pub. Inc., San Mateo, CA (with P. P. Bonissone).

"A Model for Temporal Reasoning in Medical Expert Systems", *International Journal of Computer Applications in Technology*, Vol.3, No.1, pp. 8-15, Inderscience Enterprise Ltd., Switzerland, 1990.

"MARS: A Mergers and Acquisitions Reasoning System", *Computer Science in Economics and Management*, Vol.3, No.3, pp. 239-268, Kluwer Academic Publishers, 1990 (with P. Bonissone).

"An Approach to Integrating Diverse Reasoning Techniques", in *Proceedings of General Conference on 2nd Generation Expert Systems and their Applications - 10th International Workshop*, Avignon-90, pp. 37-51, May 1990, Avignon, France (with P. P. Bonissone).

"Integrating Case-based and Rule-based reasoning: The Possibilistic Connection", in the *Proceedings of the 6th Conference on Uncertainty in Artificial Intelligence*, Massachusetts Institute of Technology, Boston, Aug. 1990. Also in *Uncertainty in Artificial Intelligence*, Vol. VI, P.P. Bonissone, M. Henrion, L.N. Kanal and J. Lemmer (Eds.), pp. 281-298, Elsevier, North-Holland, 1991 (with P.P. Bonissone).

"Qualitative Spatial Reasoning: A Semi-Quantitative Approach Using Fuzzy Logic" in *Design and Implementation of Large Spatial Databases, (Proceedings of the Symposium on the Design and Implementation of Very Large Spatial Data-Bases, Santa Barbara, USA, 1989)*, A. Buchmann, O. Gunther, T.R. Smith and Y.F. Wang (Eds.), Lecture Notes in Computer Science, 409, Springer Verlag, pp. 345-364, 1990.

"Minimizing Response Times in Real Time Planning and Search", in the *Proceedings of the 11th International Joint Conference on Artificial Intelligence*, IJCAI-89, pp. 238-242, Detroit, MI, Aug. 1989 (with S. Shekhar).

"Generalized Events in Temporal Databases" in the *Proceedings of the 5th International IEEE Conference on Data Engineering*, Los Angeles, pp. 118-125, February 1989.

"An Artificial Intelligence Approach to Predicting Bond Ratings", in the *Proceedings of the Workshop on Artificial Intelligence in Economics and Management*, Singapore, 1988. Also in *Expert Systems in Economics, Banking and Management*, L.F. Pau, J. Motiwalla, Y.H. Pao, and H.H. Teh (Eds.), pp. 59-68, North Holland, Amsterdam 1989 (with S. Shekhar).

"Learning of Background Knowledge for Making Reliable Analogical Inferences", *Artificial Intelligence in Engineering: Diagnosis and Learning*, J.S. Gero (Ed.), Computational Mechanics Publications, Southampton-Boston, pp. 305-331, 1988.

"Domain Independent Inductive Learning of Relevance", in the *Proceedings of the 2nd European Knowledge Acquisition for Knowledge Based Systems Workshop*, J. Boose, B. Gaines, M. Linster (Eds.) GMD-Study 143, GMD, St. Augustin, FRG, 1988.

"A Formal Model of Trade-off between Optimization and Execution Costs in Semantic Query Optimization", in the *Proceedings of the 14th International Conference on Very Large Databases (VLDB)*, Los Angeles, pp. 457-467, Aug. 1988 (with S. Shekhar, & J. Srivastava).

"A Temporal Logic for Uncertain Events and an Outline of a Possible Implementation in an Extension of Prolog", in the *Proceedings of the Workshop on Uncertainty in Artificial Intelligence*, The National Conference on Artificial Intelligence, AAAI-88, St. Paul, MN, Aug. 1988.

"Query Optimization for Knowledge Bases", in the *Proceedings of the Workshop on Databases in Large AI Systems*, The National Conference on Artificial Intelligence, AAAI-88, St. Paul, MN, Aug. 1988 (with S. Shekhar).

"Fuzzy Spatial Reasoning for Intelligent Mobile Agents", in the *Proceedings of the International Workshop on Fuzzy System Applications*, pp. 275-276, Fukoka, Japan, Aug. 1988.

"Bond Rating: A Non-Conservative Application of Neural Networks", in the *Proceedings of the IEEE International Conference on Neural Networks*, San Diego, pp. II/443 - II/450, July 1988 (with S. Shekhar).

"Temporal Reasoning in Medical Expert Systems", in the *Proceedings of the IEEE Symposium on the Engineering of Computer Based Medical Systems*, Minnesota, pp. 118-122, June 8-10, 1988.

"Approximate Spatial Reasoning", in the *Proceedings of the 1st International Conference on Industrial & Engineering Applications of Artificial Intelligence and Expert Systems*, Tennessee, Vol. 1, pp. 126-140, June 1988.

"An Event Based Fuzzy Temporal Logic", in the *Proceedings of the 18th International IEEE Conference on Multi-valued Logic*, pp. 64-71, Spain, May 1988.

RECENT RESEARCH GRANTS/GIFTS

2016: \$400k from PWC, USA
2016: \$200k from CNI, Brazil
2016: \$50k from WIPO, Switzerland
2015: \$50k from WIPO, Switzerland
2014: \$200k from AT Kearney, Germany
2014: \$200k from du, Dubai, UAE.
2014: \$50k from WIPO, Switzerland
2013: \$50k from WIPO, Switzerland
2012: \$200k from Huawei, China
2012: \$200k from Booz & Co., UAE
2012: \$50k from WIPO, Switzerland

OTHER PUBLICATIONS

"China and the US in the New Internet World: A Comparative Perspective", pp. 117 – 134, *Society & The Internet: How Networks of Information and Communication are Changing our Lives*, Eds M. Graham and W.H. Dutton, Oxford University Press, 2014. (with G. Bolsover, W.H. Dutton and G. Law)

"Expand globally, innovate locally", BusinessWeek blog, July 18, 2013 (<http://buswk.co/1511Y6U>)

"Boardroom View", Global Intelligence for the CIO, pp. 8, Issue 11, Oct 2011, Fujitsu.

"Europe's mixed performance on the Global Innovation Index", Guest blog on the Microsoft Europe site, Sep 2011. <http://www.microsoft.eu/innovation-in-society/posts/europes-mixed-performance-on-the-global-innovation-index.aspx>

"Enterprise 2.0: Let the revolution begin", IESE Insight, pp. 13-20, 2nd Quarter, 2011

"Quatro preocupacoes online", InformationWeek, Brasil, pp. 98, March 2011.

"Voce esta preparado para as midias sociais?", Information Week, Brasil, pp. 74, February 2011.

"Loosening control, not losing control", Communications Director, pp. 68-71, January 2011.

"Tres Ideias para 2011", InformationWeek, Brasil, pp. 74, January 2011

"A era da hiperconectividade", InformationWeek, Brasil, pp. 82, December 2010.

“National Innovation – The Centre Point of a Competitiveness Strategy”, A Case study special on Innovation: Making aspirations count, Anjana Saproo (Editor), BusinessWorld, pp. 254-277, November 2010.

“Preparado para la innovacion?”, ABC (Empresa), 14 November 2010.

“Voce e um inovador nato”, InformationWeek, Brasil, pp. 98, November 2010.

“Voce esta vivendo nas nuvens?”, InformationWeek, Brasil, pp. 106, October 2010.

“Are You Innovation Ready”, BusinessWorld, India, 6th September 2010

“Diluvio de dados”, InformationWeek, Brasil, pp. 98, July 2010.

“Ecosystema movel vibrante”, InformationWeek, Brasil, pp. 98, June 2010

“Mudanca de tecnologia, mudanca de objetivos”, InformationWeek, Brasil, pp. 98, May 2010.

“Os campeoes em conexão na America Latina”, InformationWeek, Brasil, pp. 106, April 2010

“Tendencias tecnológicas futuras”, InformationWeek, Brasil, pp. 74, January 2010.

“The social capital scramble”, Chief Executive, November-December 2009 (with M. Fraser)

“Welcome to a Web 2.0 World”, Chief Executive, pp. 62-66, August 2009, (with M. Fraser).

“The Business Advantages of Social Networking”, Finance & Management, 20, July/August 2009, (with M. Fraser).

“Global Leadership in a Web 2.0 World”, OECD Observer N° 273, pp. 35-36, June 2009, (with M. Fraser).

“Web 2.0: The ROI Case”, Chief Executive Magazine, pp. 42-44, June 2009, (with M. Fraser).

“Social E-ruption in Progress”, SouthCoastToday.com, 9th April 2009, (with M. Fraser).

“Silicon Value - Business are ignoring the past, present and future of their IT assets”, CIO Connect, p. 10, 9th April 2009.

“Barack Obama's "Citizen's Briefing Book", Infonomics Magazine, March/April 2009, (with M. Fraser).

“Barack Obama's "Citizen's Briefing Book", aaim.org, March/April 2009, (with M. Fraser).

“Social E-Ruption - 7 Ways Social Networking Is Changing the Way We Live, Work, and Play!”, ComputerUser, web, 26th, March, 2009, (with M. Fraser).

“Should CEOs take Social Media Seriously?”, Sobel Media, 12th March, 2009, (with M. Fraser).

“Should CEOs Facebook and Twitter? Yes”, Rich Gee Coaching, 12th March 2009, (with M. Fraser).

“Yes, CEOs Should Facebook And Twitter - Web 2.0 is no longer just for teenagers”, SmartBrief, 12th March 2009, (with M. Fraser).

“Yes, CEOs Should Facebook And Twitter - Web 2.0 is no longer just for teenagers”, Internet Marketing Report, 11th March 2009, (with M. Fraser).

“Yes, CEOs Should Facebook And Twitter - Web 2.0 is no longer just for teenagers”, Forbes, 11th March 2009, (with M. Fraser).

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HONORS AND AWARDS

Global Distinguished Indian Speaker, Amity University, Gurgaon, India, April 2018
Amity Global Academic Excellence Award, awarded at Harvard University, December 2017.

Distinguished Alumnus Award, IIT Delhi, November 2017.

Highly commended mention (Entrepreneurship category) in the EFMD 2013 Case Writing Competition, Feb 2013. (for the case: Accelerace: Accelerating Start-up Growth in Denmark)

“Innovex Global Innovation Award” for research in global innovation, Innovex, Israel, Jan 2013.

“Light of India Award”, for Excellence in Education and Academics, New York, June 1, 2012 (Awarded by the Times of India Group)

Fellow of the World Economic Forum, 2000-2012, 2016-2017

Member of the Davos Circle (restricted to those invited to attend The Annual Meeting of the World Economic Forum at Davos for over 10 years)

Best case award (Production and Operations Category) for the European Case Clearing House (ECCH) European Case of the Year (6/02). (Awarded for the case: Xerox: Building a Corporate Focus on Knowledge)

Best case award (Production and Operations Category) for the European Case Clearing House (ECCH) European Case of the Year (6/00). (Awarded for the case: E-Trade, Charles Schwab and Yahoo!: The Transformation of On-line Brokerage)

Best case award (Production and Operations Category) for the European Case Clearing House (ECCH) European Case of the Year (9/98). (Awarded for the case: Friends Provident: Reengineering Customer Services)

Best case award (Production and Operations Category) for the European Case Clearing House (ECCH) European Case of the Year (9/97) (Awarded for the case: Information Systems Strategy at Stratex).

Runner-up award (Production and Operations Category) for the European Case Clearing House (ECCH) European Case of the Year (9/95)(Awarded for the case: Information Systems Strategy at Stratex).

Best paper award at the Indian Computing Congress (12/91).

Academic scholarships from UC Berkeley (8/85 - 5/89).

Rajiv Bambarwale Award for best undergraduate research project at IIT Delhi (5/85).

S.K. Dewan trophy for academic excellence at IIT Delhi (5/85).

Award for securing 8th rank in the All India High School Graduation Merit List (5/81).

National Talent Scholarship from the Government of India (6/81 - 6/85).

CORPORATE BOARDS

Member of Board:

- Sodexo (2014 – now)
- Dassault Systemes (2017 – now)

Member of Shareholder Council, ZS Associates, Chicago, USA (March 2018 – now)

Prior Chairman of Board: Fisheye Analytics (2008 – 2013))

Prior Member of Board: Tower Learning Solutions (2013-2018), Eontech Ventures, Wimba, Giga Europe, QAI India

ACADEMIC AND NON-PROFIT BOARDS

Chair of the Board, Global Business School Network – GBSN (April 2018 – now)

Member of International Advisory Board, Swift Institute (2016 – now)

Member of International Advisory Board, Porto Business School, Portugal (2016 – now)

Member of International Advisory Board, ESADE, Barcelona, Spain (2016 – now)

Member of International Advisory Board, ESCP, Paris, France (2016 – now)

Member of International Advisory Board, HEC Montreal, Canada (2015 – now)

Member of Board of Trustees, Bankinter Foundation, Madrid, Spain (2014 – now)

Member of Board of Directors, The Case Centre at Babson Ltd. (ECCH), USA (2013 – now)

Member of Scientific Advisory Board, ISDI (Instituto Superior para el Desarrolla de Internet), Madrid, Spain (2012 – now)

Member of Advisory Board, Lisbon Council, Brussels, Belgium (2008- now).

Chair of the Board of Directors, AACSB International (7/2017 – 1/2018)

Vice-Chair of the Board of Directors, AACSB International (7/2016 – 6/2017)

Member of Board of Directors, AACSB International, Florida, USA (2014 – 1/2018)
AACSB International is the largest association of business school worldwide (> 800) and it provides the most important accreditation for the quality and excellence of business schools.

Member of Academic Council, Asia Global Institute, University of Hong Kong (2015- 2016)
Member of Academic Advisory Council, Fung Global Institute, Hong Kong (2013 – 2015)
Member of Academic Advisory Board, European School of Management and Technology (ESMT), Berlin (2011 – 2014)
Member of Advisory Board, Business School at the American University of Cairo, Cairo, Egypt (2009- 2014)
Member of Advisory Board, Center for CIO Leadership, New York, USA (2007 – 2013)
Member of Global Advisory Council on Social Media, World Economic Forum, Geneva (2011-2013).
Member of International Advisory Board, Jindal Business School, India (2008- 2012)
Member of Steering Committee, European e-Business Support Network, European Commission (2003 – 2012)
Member of India Advisory Board, World Economic Forum, Geneva (2003 – 2012)
Member of Advisory Committee, Deutsche Bank Research (2004 – 2012)
Member of Advisory Board, Orkestra, Basque Institute of Competitiveness and Development, Bilbao, Spain (2008- 2012)
Member of the Board, Maison de Inde, Cite Universite, Paris (2011 – 2012)
Member of Board, Euro-India Center (2008-2011).
Member of Global Advisory Council on Benchmarking Progress in Society, World Economic Forum, Geneva (2008- 2011).
Member of View Points Sub Board, Communications of the ACM (2007-2009)
Member of ICT Advisory Board, Government of Qatar (2002 – 2009)
Member of International Advisory Board, Duesto Business School, Bilbao, Spain (2008)
Member of Advisory Board, Athens Laboratory for Business Administration (ALBA), Athens, Greece (2007 – 2010)
Member of Global Research Council, Business Technology Management Institute (2006 – 2008)
Member of Task-Force on ICT Sector Competitiveness and ICT Uptake, European Commission (2006)
Chair, ICT Sectoral Innovation Panel, European Commission (2006 – 2008)