

**SOUMITRA DUTTA**  
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**Cornell SC Johnson College of Business**  
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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      Founding Dean  
*(Responsible for undergraduate and graduate business education at Cornell University and at Cornell Tech in NYC – a total of around 1200 graduate students, 2200 undergraduate students, 240 faculty members and 650 staff. The SC Johnson College comprises the Johnson Graduate School of Management, the School of Hotel Administration and the Dyson School of Applied Economics and Management and has a total operating budget of ~\$250m)*  
*(Helped create the Cornell Tech campus focused on the digital economy at Roosevelt Island in New York City and led the integration of three schools at Cornell to create the SC Johnson College of business)*  
*(Helped raise around 50m in fundraising each year and also helped secure a \$150m gift for naming the College of Business, the second largest donation to a business school in the USA).*
- 7/12 – 3/16      **Samuel Curtis Johnson Graduate School of Management**  
Anne and Elmer Lindseth Dean  
*(Responsible for graduate business education at Cornell University and for Cornell’s graduate business school campus in NYC as part of Cornell Tech)*
- 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](mailto: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)*  
*(Helped set up the INSEAD campus in Abu Dhabi as its first Dean/Academic Director)*
- 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 2<sup>nd</sup> in graduating class)

## **CORPORATE BOARDS**

Member of Board:

- Dassault Systemes (2017 – now)
- Sodexo (2014 – 2021)

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

Executive Chairman and Co-Founder, Igesia Inc (May 2019 – now)

*Igesia is an edu-tech company offering a digital learning platform and a variety of executive programs in collaboration with leading global universities.*

Chairman of Board and Co-Founder: Fisheye Analytics (2008 – 2013)

*Fisheye Analytics was a social media analytics company that served major global clients including the World Economic Forum and the International Olympic Committee. It was acquired in 2013 by the WPP Group, UK.*

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

## **ACADEMIC AND NON-PROFIT BOARDS**

President and Co-Founder, Portulans Institute, Washington DC (December 2019 – now)

*(Founded in 2019, the Portulans Institute is an independent nonprofit, nonpartisan research and educational institute based in Washington DC with the mission to develop cross-community knowledge and dialogue on how people, technology and innovation contribute to sustainable and inclusive growth.)*

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

*(The Global Business School Network is Washington DC based nonprofit organization comprising over 100 leading business schools on 6 continents that partners with business schools, industry, foundations and aid agencies to improve access to quality, locally relevant management education for the developing world.)*

Member of International Advisory Board, CENTRUM Graduate Business School, Pontifical Catholic University of Perú (2021 – now)

Member of International Advisory Board, IIT Delhi (2018 – now)

Member of Advisory Board, QS India (2018 – now)

Member, South Asia Regional Strategy Group, World Economic Forum, Switzerland (2016 – 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 Desarrollo 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 (> 1000) 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)

### **RESEARCH INTERESTS**

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

### **COURSES TAUGHT AT CORNELL UNIVERSITY**

- Artificial Intelligence Strategy and Applications (MBA and EMBA);
- Leading Digital Transformation and Innovation (MBA and EMBA);
- A variety of modules in executive programs on technology and innovation strategy;

## **BOOKS & RESEARCH MONOGRAPHS**

“The Network Readiness Index 2021: Shaping the Global Recovery”, published by the Portulans Institute, Dec 2021 (<https://networkreadinessindex.org/>) (Co-edited with B. Lanvin)

*{I co-created the Network Readiness Index in 2002; it was published in the Global Information Technology Report by the World Economic Forum for 15 years and now it is published by the Portulans Institute. The Network Readiness Index is the leading global benchmark on the digital readiness of nations. The Global Information Technology Report and the Network Readiness Index are cited more than 14,000 times on Google Scholar.}*

“Global Innovation Index 2021: Tracking Innovation through the COVID-19 Crisis”, Published by the World Intellectual Property Organization (WIPO), September 2021. (<http://www.globalinnovationindex.org>) (Co-edited with B. Lanvin, S. Wunsch-Vincent and Lorena Rivera Leon)

*{I created the Global Innovation Index in 2007. It was adopted by the United Nation’s World Intellectual Property Organization in 2011 and has developed into the leading global benchmark on the innovation readiness of nations. The Global Innovation Index report is cited more than 17,000 times on Google Scholar and is downloaded more than 400,000 times each year.}*

“The World after COVID-19”, Published by the Global Business School Network, June 2021. (Co-authored with Dan LeClair)

“The Network Readiness Index 2020: Accelerating Digital Transformation in a Post-Covid Global Economy”, published by the Portulans Institute, October 2020 (<https://networkreadinessindex.org/>) (Co-edited with B. Lanvin)

“Global Innovation Index 2020: Who Will Finance Innovation”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), September 2020. (<http://www.globalinnovationindex.org>) (Co-edited with B. Lanvin and S. Wunsch-Vincent)

“The Network Readiness Index 2019: Towards a Future-Ready Society”, published by the Portulans Institute, December 2019 (<https://networkreadinessindex.org/>) (Co-edited with B. Lanvin)

“Global Innovation Index 2019: Creating Healthy Lives – The Future of Medical Innovation”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), July 2019. (<http://www.globalinnovationindex.org>) (Co-edited with B. Lanvin and S. Wunsch-Vincent)

“Global Innovation Index 2018: Energizing the World with Innovation”, Co-published by Cornell University, INSEAD and the World Intellectual Property Organization (WIPO), July 2018. (<http://www.globalinnovationindex.org>) (Co-edited with B. Lanvin and S. Wunsch-Vincent)

“Financing Entrepreneurship and 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. Pua).

“The Global Information Technology Report 2002-2003: Readiness for the Networked World”, Oxford University Press, Jan. 2003 (Co-edited with B. Lanvin and F. Pua).  
(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

“Accelerating Innovation in a Post-Covid world: Evidence from the Global Innovation Index”, California Management Review Insights, June 24, 2021 (with Xueyun Luo). <https://cmr.berkeley.edu/assets/documents/pdf/2021-06-accelerating-innovation-in-a-post-covid-world.pdf>

“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 5<sup>th</sup> 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](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 7<sup>th</sup> 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 4<sup>th</sup> 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.

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2019: \$200k from Dassault Systemes, France  
2019: \$85k from CNI, Brazil  
2018: \$200k from Dassault Systemes, France  
2018: \$95k from CNI, Brazil  
2018: \$50k from WIPO, Switzerland  
2017: \$50k from WIPO, Switzerland  
2016: \$2.8m from NSF (jointly with S.T. Sullivan, L. Collins and T. Schryver)  
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.  
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#### **SELECTED PRESS MENTIONS**

*(This list covers press mentions during the period January 2006 - June 2014. Each year, my research reports, The Global Information Technology Report/The Network Readiness Index and the Global Innovation Index get extensive visibility in the global media. They are not included in the list below. The list below also does not include most press mentions in my role as Dean of Johnson and of the SC Johnson College of Business at Cornell University.)*

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“New York City beefs up Innovation Sector with Cornell Grad School”, Interviewed for article in The Edge Magazine, May 2014.

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“Switzerland Ranked World’s Most Innovative Nation”, The Wall Street Journal, 30<sup>th</sup> June 2011

“Make technology and policy work hand-in-hand to ensure online privacy”, mentioned by Anna Jenkinson, Science Business, 20<sup>th</sup> June 2011

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”Innovation et équité dans la région Asie-Pacifique - Flexibilité et rapidité”, L’Observateur OCDE Supplément, pp. 43-44, September 2007.

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“La ricerca “sommersa” delle Pmi – L’INSEAD : una quota di investimenti sfugge alle statistiche”, interviewed and mentioned by Franco Vergnano, Il Sole 24 Ore, pp. 24, 18 May 2007.

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“Que innovar es mas difficult ahora ? ; es cada vez mas facil !! interview by Juanma Roca, Gaceta delos Negocios, 16 June 2006.

“Ek rector de la USC y el conselleiro de economica clausuran hoy en Santiago la VI techBusiness Week” - Europa Press – servicio Nacional. 16 June 2006.

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“Como aprovechar el potencial de las nuevas tecnologias para ganar” Ideas Para Liderar, programa 2006, pp. 6, January 2006.

#### **HONORS AND AWARDS**

Member of Dubai Future Council on Entrepreneurship and Innovation, Dubai Future Foundation, 2019 and 2020.

Inaugural Healthcare Faculty Leadership Award, Awarded by the Weill-Johnson EMBA students, Cornell University, May 2019 (*Best Teacher Award from the EMBA Class*)

Co-Chair, Global Future Council on Innovation Ecosystems, World Economic Forum, Switzerland, 11/2018-11/2019.

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).