

## Curriculum Vitae of Dr. V S Pai

**Designation:** Senior Professor Strategy Area, KIAMS-Harihar

### Courses Taught:

Strategic Management I, Strategic Management II, International Business, Strategies of Companies in India, Management Control Systems and Organization Structure, Process & Design.

### Academic Qualification:

Ph.D. Degree (1987) in Bank Management from Gauhati University, Assam, India  
Masters in Business Studies (1984) from Sri Sathya Sai University, Andhra Pradesh, India

### Work Experience:

Over 34 years of teaching, executive training and research experience in different institutions in India and abroad. Abroad includes a three-year stint as an academic in **Bhutan**. Institutions in India include **Manipur University**, Imphal, **T.A Pai Management Institute**, Manipal, and **Gulbarga University**, Karnataka, **Kirloskar Institute of Advanced Management Studies**, Karnataka, and **ICFAI Business School**, Hyderabad.

### Travel Abroad:

Travelled abroad to attend and present papers at conferences in **Hong Kong, Bangkok and Singapore**. Visited **Melbourne, Adelaide, Sydney** and **Canberra** in **Australia** for academic tie-ups. Also visited **Kuala Lumpur and New Zealand (Auckland and Wellington)** for academic purpose.

### Research Interests:

#### Research Project Undertaken:

In March 1999 completed a project titled, "A Study on the Production and Marketing of Handloom Products of Manipur" which was funded by ICSSR, New Delhi, India.

**Ph.D. Guidance:** Ph. D. degrees awarded by the University of Manipur, India to successful Research scholars under my guidance.

SL. No.	Topic	Area	Year of Award
1.	Management in Handloom Industry: A Study of the Production and Marketing of Handloom Products for Exports	General Management.	1993
2.	Diversification as a Corporate Strategy: The Indian Scenario.	Strategic Management	1994
3.	Management in Construction Industry and its Strategic Analysis	Strategic Management	1995

### Publications:

#### Select Refereed Research Publications

- Hiremath, C.V., and Pai, V.S. (2018). "Assessing Firm Performance using Data Envelopment Analysis: A Study of Firms in India", International Journal of Research in Business Studies and Management, **the USA** 5(12), 20-29. ISSN 2394-5931.

2. Subramanian, Ram., and Pai, V.S. (2018). "Emami Ltd: The Fair and Handsome Challenge", September, **Ivey Publications**, Ivey Business School, Western University, **Canada**. Case Number: 9B18M144.
3. Pai, V.S. and Hiremath, C.V. (2018). "My Foot: A Boutique with a Difference", 7(2), 1-7, **South Asian Journal of Business and Management Cases**, DOI: 10.1177/2277977918774649 (**SAGE Publication**)
4. Pai, V.S. (2018). "Challenges MNCs face in Emerging Markets: The Nestle Experience", 22(2), 223-231, **VISION – The Journal of Business Perspective, MDI**, DOI: 10.1177/0972262918767281 (**SAGE publication**) **ABDC listed**
5. Pai, V.S. (2016). "Single Business Vs Multi Business Firms in India: An Empirical Analysis", **European Journal of Economics and Management, the UK**, 3(3), 34-46. ISSN: 2056-7375.
6. Pai, V.S. and Hiremath, C.V. (2016). "SELCO Ltd", **South Asian Journal of Business and Management Cases**, **SAGE Publication Ltd**, 5(2), 145-154. DOI: 10.1177/2277977916665929.
7. Pai, V.S. (2016). "Bata India Ltd: Executing a Business Turnaround", **SAGE Business Cases**, **SAGE Publications Ltd, the UK**, Online ISBN: 9781473961685, DOI: http://dx.doi.org/10.4135/9781473961685.
8. Pai, V.S. (2015). "Cipla Global Ltd: Generics versus Drug Discovery", **International Journal of Case Studies in Management, HEC Montreal, Canada**, 13(4), 1-20.
9. Pai, V.S. (2015). "Nokia Ltd: Travails of a Market Leader", **VISION – The Journal of Business Perspective, MDI**, 19(3), 276-285. DOI: 10.1177/0972262915593672 (**SAGE Publication**) **ABDC listed**
10. Hiremath, C.V., and Pai, V.S. (2015). "Local Firms versus MNCs in India: A Study of Competitive Performance", **European Journal of Economics and Management, the UK**, 2(1), 128-149. ISSN: 2056-7375.
11. Pai, V. S., and Subramanian, Ram. (2014). "Kraft Foods Inc. in India – The Cadbury Acquisition", **Asian Case Research Journal, Singapore**, 18(2), 371-399. DOI: 10.1142/SO21892751450014X (**World Scientific Publishing Co**). **ABDC listed**
12. Pai, V.S. and Hiremath C.V. (2013). "Comparative Performance of Domestic and Foreign Owned Firms: Evidence from an Emerging Market", **Review of Integrative Business and Economics Research, Hong Kong**, 2(2), 416-433.
13. Pai, V.S. (2013). "Godrej Consumer Products Ltd", **Business Case Journal, the USA**, 20(2), 76-88.
14. Pai, V.S. (2006). "Trends in the Indian Banking Industry: Analyses of Inter-Regional Trends in Deposits and Credits", **ICFAI Journal of Management Research**, ICFAI University, 5(1), 65-72.
15. Pai, V.S. (2003). "Developing Business Strategy: A Synthesis of Approaches", **IIMB Management Review**, 15(1), 55-60. (**Elsevier Publication**) **ABDC listed**
16. Pai, V.S. (2003). "MNC's & Human Capital Accretion in the Software Industry", **Productivity, National Productivity Council**, New Delhi, 44(3), 429-436.
17. Pai, V.S. (2003). "Strategic Alliances: Long-Lasting Marriages or Short-Lived Infatuations", **ICFAI Journal of Management Research**, 2(3), 53-60.
18. Pai, V.S. (1995). "Trends in Handloom Exports: A Strategic Analysis", **Decision, Indian Institute of Management, Calcutta**, 21(3), 159-170. (**Springer publication**)
19. Pai, V.S. (1995). "Diversified Companies and Financial Performance: A study", **Finance India, Indian Institute of Finance**, Delhi, 9(4), 977-988.
20. Pai, V.S. (1991). "Indian Tea Industry: Strategic implication for 90s", **Productivity, National Productivity Council**, New Delhi, 32(1), 121-124.

#### **Papers Accepted For Publication**

1. Pai, V.S. "Hero Honda Motors Ltd", **Asian Case Research Journal, Singapore**. (World Scientific Publishing Co) **ABDC listed**

2. Pai, V.S. "Competing in the Indian Telecom Market: The Tata-DoCoMo Experience", **The CASE Journal, USA, (Emerald Publication)**

#### **Paper Sent/Under Preparation For Publication/Competition**

1. Pai, V.S. "McDonald's India: The perils of partnering with a delinquent partner", **VISION – The Journal of Business Perspective, ABDC listed**
2. Pai, V.S. "Vodafone India Ltd: Managing in a turbulent emerging market", **International Journal of Case Studies in Management, HEC Montreal, Canada.**

#### **Paper Submitted/Presented In Conferences:**

1. Pai, V.S. (2017, January). "Penetrating a High Growth Emerging Market: Renault's India Saga", presented in the 10<sup>th</sup> **International conference on Healthcare Systems and Global Business Issues** held in Pune on (Jan 2-3, 2017).
2. Pai, V.S. and Hiremath, V.H. (2016, February). Focus Vs Diversification: A Study of Select Indian Firms. **29<sup>th</sup> International Conference on Economics and Social Sciences (ICESSE), Singapore.** Presented the paper in person.
3. Hiremath, V.C., and Pai, V.S. (2014, January). Local Firms versus MNCs in India: A Study of Competitive Performance. **CYRUS Institute of Knowledge Conference on, West-Meets-East: Exploring Sustainable Development, Innovation, and Entrepreneurship Opportunities. Dubai, U.A.E.** Presented by co-author Chetan V. Hiremath via Skype.
4. Pai, V.S., and Hiremath, V.C. (2013, June). Comparative Performance of Domestic and Foreign Owned Firms: Evidence from an Emerging Market. **SIBR-Thammasat 2013 Conference on Interdisciplinary Business and Economics Research, Bangkok.** Presented the paper in person. (June 6-8, 2013).
5. Pai, V.S. (2011, June). Hero Honda Motors Ltd: A Long Lasting Joint Venture. **SIBR-Thammasat 2011 Conference on Interdisciplinary Business and Economic Research, Bangkok** (did not attend and present because of personal reasons).
6. Pai, V.S. (2011, April). Tata DoCoMo: Competing in the Indian Telecom Market. **Faculty of Business Management and Accounting, Universiti Sultan Zainal Abidin, Malaysia** (did not attend and present because of personal reasons).

#### **Awards Won:**

- ✎ Won **2<sup>nd</sup> prize** in the "**Best Research Paper Competition**" for the paper titled, "**Trends in Handloom Exports: A Strategic Analysis**" organised by the **Association of Indian Management Schools (AIMS), and Canadian Consortium of Management Schools (CCMS), Canada**, at MDI, Gurgaon, on 26<sup>th</sup> Aug 1994
- ✎ Won **2<sup>nd</sup> runner up prize** for the case study, "**Hero Honda Motors Ltd: A Long Lasting Joint Venture**", at the **International Case Study Competition** organized by **John Molson School of Business, Concordia University, Montreal, Canada** in January 2011.
- ✎ Won **2<sup>nd</sup> prize** for the case study, "**Tata Teleservices Ltd and NTT DoCoMo: A Strategic Tie Up**" at the **International Case Study Competition** organized by **John Molson School of Business, Concordia University, Montreal, Canada** in January 2012.

#### **Select Book Reviews Published**

1. Pai, V.S. (2005). *Rational Exuberance: Silencing the Enemies of Growth and Why the Future is better than You Think*, by Michael J Mandel, **Vikalpa, IIM Ahmedabad**, 30(3), 168-171. **(SAGE Publication) ABDC listed**
2. Pai, V.S. (2006). *Passion to Win: How Winning Companies Develop and Sustain Competitive Edge*, by Abad Ahmed and OP Chopra, **South Asian Journal of Management, AMDISA**, 13(1), 129-131. **ABDC listed**

3. Pai, V.S. (2007). *The Extended Enterprise: Gaining Competitive Advantage through Collaborative Supply Chains* by Edward W Davis and Robert E Spekman, **IIM-B Management Review**, 19(1), 83-84. (Elsevier Publication) ABDC listed
4. Pai, V.S. (2005). *The Origin of Brands: Discover the Natural Laws of Product Innovation and Business Survival*, **IIM-B Management Review**, 17(4), 127-129. (Elsevier Publication) ABDC listed
5. Pai, V.S. (2008). *Tectonic Shift: The Geoeconomic Realignment of Globalizing Markets*, by Jagdish N Sheth and Rajendra S Sisodia, **South Asian Journal of Management, AMDISA**, 15(2), 125-128. ABDC listed

#### Case Studies uploaded to the European Case Clearing House/The Case Centre

1. Pai, V.S. (2007). *ITC: Adding Shareholder Value through Diversification*. Uploaded to the **European Case Clearing House, UK**.
2. Pai, V.S. (2006). *Amul: The Cooperative Model for Growth*. Uploaded to the **European Case Clearing House, UK**.
3. Pai, V.S. (2013). *Kanthappa Agencies Ltd*. Uploaded to the **The Case Centre, UK**.
4. Pai, V.S. (2017). *Micromax: From Leader to Loser, What Went Wrong?* Published by **The Case Centre, UK**.

#### National Business News Paper Publications

1. Pai, V.S. (2002, January 29). How competitive is the Indian private sector? **The Hind-Business Line**, p. 8.
2. Pai, V.S. (2001, June 27). Meeting the Chinese threat, **The Hindu Business Line**, p. 14.
3. Pai, V.S. (2000, October 1). The way to be fighting fit, **The Economic Times-Financial Times**, p. 4.
4. Pai, V.S. (2000, April 30). Auto-component makers have to gear up, **The Economic Times- Financial Times**, p. 3.
5. Pai, V.S. (2000, January 12). Forthcoming flash-point, **The Economic Times**, p. 10.
6. Pai, V.S. (2000, January 9). Marriages of convenience: Business partnering, **The Economic Times-Financial Times**, p. 3
7. Pai, V.S. (1999, October 31). Surviving changes in the car industry, **The Economic Times- Financial Times**, p. 3.
8. Pai, V.S. (1999, September 23). Business restructuring: Strategic thinking is key, **The Hindu Business Line**, p. 15.
9. Pai, V.S. (1999, September 19). Outsource intelligently, **The Economic Times- Financial Times**, p. 3.
10. Pai, V.S. (1995, June 24). The HLL-TOMCO merger-II: Advantages of the exercise, **The Hindu Business Line**, p. 8.
11. Pai, V.S. (1995, June 23). The HLL-TOMCO merger-I: Reasons behind the move, **The Hindu Business Line**, p. 8.
12. Pai, V.S. (1995, May 4). Defining the business clearly – Creativity in the decision – making process, **The Hindu Business Line**, p. 19.
13. Pai, V.S. (1995 April 20). Advantage of being the leader: Using the experience curve, **The Hindu Business Line**, p. 19.
14. Pai, V.S. (1995 April, 6). PLC and business planning: A perspective, **The Hindu Business Line**, p. 19.
15. Pai, V.S. (1995, February 16). Portfolio analysis paradigm: Playing to win, **The Hindu Business Line**, p. 18.
16. Pai, V.S. (1995, January 19). Benchmarking: A tool for building competitive advantage, **The Hindu Business Line**, p. 18

#### Business Magazine Publications

1. Pai, V.S. (2006). *Competition in the Indian TV Industry: An Analysis of Trends*, **Effective Executive**, ICFAI University Press, 8(1), 64-67.
2. Pai, V.S. (2005). *Public Call Offices in India: Predicting the Future*, **Effective Executive**, ICFAI University Press, 7(1), 33-39.
3. Pai, V.S. (2004). *Cola's Countryside Crusade: The Distribution Challenge*, **Marketing Mastermind**, ICFAI University Press, 4(11) 62-68.
4. Pai, V.S. (2004). *The Indian MNCs: Hype or Reality?* **Effective Executive**, ICFAI University Press, July, 38-40.

5. Pai, V.S. (2004). *Challenges for Indian Organized Retail: A Research Agenda*, **Effective Executive**, ICFAI University Press, 6(11), 31-34.
6. Pai, V.S. (2003). *Corporate India at Cross Roads: The Required Paradigm Shift*, **Effective Executive**, ICFAI University Press, 5(5), 27-30.
7. Pai, V.S. (2003). *Relationship Marketing: Old Practices in New Form*, **Marketing Mastermind**, ICFAI University Press, 3(6), 39-43.

#### **Journals for which I am a Reviewer**

1. **Asian Case Research Journal**, NUS, Singapore (World Scientific Publishing)
2. **International Journal of Case Studies in Management**, HEC-Montreal, Canada

#### **MDP Experience:**

I have offered training modules on Corporate Strategy, Business Strategy, & Organisation structure & restructuring in various **Management Development Programmes**. These MDPs include:

- ✓ **Programme for Young Executives**
- ✓ **Middle Management Programme**
- ✓ **Senior Management Programme**

Some of the topics covered for the management development programmes include:

- ♣ Understanding organisation structures and restructuring organisations.
- ♣ Strategic planning techniques for the KIRLOSKAR group of companies
- ♣ Emerging techniques in Strategic Management.
- ♣ Cases in Strategy Planning and Implementation.

My total MDP experience is around four years covering about three-dozen programmes. These programmes have been conducted for various **Kirloskar group companies**, other large/medium private sector companies, for the **Department of Posts**, Ministry of Communications, GOI, for **Karnataka Milk Federation** and **Hi-Tech Carbon** a division of **Indian Rayon Ltd**, **Jindal Steel Work Ltd**, **Wipro Technologies Ltd**, **Hyderabad, India Adecco Ltd.**, and **Mitsubishi Trading Company**.

I have also conducted three **In-company Programmes** [during 2000-2001] one each for **Kirloskar Oil Engines Ltd. - Auto Components Division**, **Medium Engines Division** and **Small Engines Division**. Four similar in-company programmes were also done for **Kirloskar Brothers Ltd.** [**Dewas SBU** manufacturing standardised small pumps]. The theme for the in-company programmes was **“Increasing Marketing Effectiveness”**. Using the **“Product/ Market Matrix”** and **“Process Reengineering Model”** these programmes were done on a workshop pattern each for a period of two days.

I was involved in **“Project Kirloskar-Way”**, an orientation cum training programme meant to bring about change as well as standardisation of practices across Kirloskar group companies. I was in charge of **‘Customer Orientation’** theme of this exercise. It involved working closely with the Kirloskar Group Members of the Board (KG-MOB) and the senior and top executives of the Kirloskar group to develop training material for training trainers who would in turn train other executives and workers. About 14,000 persons were to be trained during 2002.

**Consulting Assignments:** I was involved in the following consulting assignment:

- **Centre for Good Governance**, Government of Andhra Pradesh from April 2003 to March 2004 on “**Development of Methodology for Costing Government Services and Infrastructure**” focusing on water supply, sewerages, drainage and solid waste management. This study was done for **Hyderabad Metropolitan Water Supply and Sewerage Board and Municipal Corporation of Hyderabad**.
- **Employment Satisfaction Survey** for **Jindal Steel Works** (both steel -2010-12- and cement divisions -2014).
- **Assessment Centre** for **Kirloskar Group** companies (KBL, KOEL and KPCL during 2013, 2014, and 2015).
- **Competency Mapping** for **Kirloskar Brothers Ltd** (in 2011-12)
- **Leaders Identification Program** for **India Adecco Ltd** (in 2010) for its fast track executives;

**Major Events Organised:**

- ✂ As a faculty member I Was associated with the organisation of a marketing fair christened “**Brand Scan**”, at TA Pai Management Institute, Manipal during 1994 & 1995.
- ✂ As the Dean of the Faculty of Management I personally spearheaded a Marketing fair christened “**Trend Tracking-97**” at Gulbarga University P.G. Centre, Bellary during January '97 which was a complete success with about 25 companies participating, including 6 MNCs.
- ✂ I was part of the ‘Organizing Committee’ for **the International Conference on Emerging Securities market: Prospects and Challenges**, which was jointly organized by ICAI University and Securities and Exchange Board of India during 10-12 Jan 2005.
- ✂ I was part of the ‘Organizing Committee’ for the 17<sup>th</sup> AIMS Annual Convention 2005, **Management 2025: New Paradigms for India’s Competitiveness** hosted by ICAI Business School, at Hyderabad during 28-30 Aug 2005.

**Workshops / Conferences Attended:**

1. Case workshop for Management Teachers, sponsored by **Association of Indian Management schools (AIMS)** and **Canadian Consortium of Management Schools (CCMS)** held at TA Pai Management Institute, Manipal, Dec 6-11, 1993.
2. Workshop and Faculty Development Programme on “Transformation through Japanese Management”, Sponsored by **Godrej Soaps Ltd.**, Bombay, and conducted by **Association of Indian Management Schools (AIMS)** at IGIDR, Bombay, June 15-19, 1994.
3. Management Education Convention on “Managing Transition – National and International Perspective”, organized by **AIMS** in Collaboration with **CCMS (CANADA)**, at Management Development Institute, Gurgaon, Aug 25 – 27, 1994.
4. Conference on ‘Bridging Academic & Corporate’, organized by **Association of Asia-Specific Business Schools (AAPBS)** 3<sup>rd</sup> Annual Conference, 25-27 November 2007 at Hong Kong University of Science and Technology Business School, **Hong Kong**.
5. **SIBR-Thammasat 2013 Conference on Interdisciplinary Business and Economics Research, Bangkok**, June 06-08, 2013. Presented the paper in person titled, “*Comparative Performance of Domestic and Foreign Owned Firms: Evidence from an Emerging Market*”.
6. **29<sup>th</sup> International Conference on Economics and Social Sciences (ICESS), Singapore**, February 11, 2016. Presented the paper titled, “*Focus Vs Diversification: A Study of Select Indian Firms*”.

**Administrative Experience:**

- ✂ Senior Professor, Strategy Area, KIAMS-Harihar.

- ✎ Director, KIAMS Harihar, July 2017 till Dec 2019.
- ✎ **Area Chair** (General Management), KIAMS, November 2015 onwards.
- ✎ **Dean (Research)**, ICFAI University, Dehradun, from July 2006 till April 2009. It involved administering the PhD Program of the University.
- ✎ **Associate Dean (Research)** ICFAI University, Dehradun, from August 2003 to July 2006
- ✎ Coordinator, IBS Research Group, from July 2003 to April 2009. This involved coordinating faculty research at IBS, Hyderabad, Pune, Bangalore, Chennai, Kolkata, Ahmedabad, Mumbai and Gurgaon.
- ✎ MDP Coordinator, KIAMS from October 2001 to December 2002
- ✎ Students Placement Coordinator, KIAMS, for one year (1998-99) and Member Placement Committee (1999-2000).
- ✎ **Dean**, Faculty of Management Studies, Gulbarga University, for two years (1996-98)
- ✎ Member of the Academic Council, Gulbarga University, for three years (1995-1998)
- ✎ Member of the Senate Gulbarga University, for two years (1996-98)
- ✎ Member of the Syndicate of Gulbarga University, for six months (May-Sept'98)
- ✎ Institute - Industry Coordinator TA Pai Management Institute, Manipal, one year (1994-95).