

RISHIKESHA T. KRISHNAN

Professor of Strategy
 Indian Institute of Management Bangalore
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EDUCATION

- Fellow (Equivalent to Ph.D.), Indian Institute of Management Ahmedabad, 1996
- M.S. (EES, now Management Science & Engineering), Stanford University, 1987
- M.Sc. (Physics, 5-year Integrated), IIT Kanpur, 1986
- “Leadership for the 21st Century,” Executive Education Program, Kennedy School of Government, Harvard University, October 17-22, 2010.

WORK EXPERIENCE

<i>1996 -present</i>	Faculty (Professor since 2005), Strategy Area Indian Institute of Management Bangalore (IIMB)
<i>2014-18</i>	Director & Professor of Strategic Management Indian Institute of Management Indore [On leave from IIMB]
<i>2011-12</i>	Visiting Fellow, Centre for Leadership, Innovation, & Change Indian School of Business, Hyderabad [On leave from IIMB]
<i>2008 Fall</i>	Visiting Scholar, Center for the Advanced Study of India, University of Pennsylvania, USA
<i>2007 - 10</i>	Jamuna Raghavan Chair Professor of Entrepreneurship, IIMB
<i>2001</i>	Chief Executive Officer, Knowledge Enabled Networks (P) Ltd. [On leave from IIMB]
<i>1987 - 1991</i>	General Manager & Partner, Helios Antennas & Electronics Co-founder, Helios Systems & Software

AWARDS / RECOGNITION

- Change Maestro and Institution Builder of the Year from Industry Academia Conference, January 2019
- Illustrious DAVian Award from DAV Senior Secondary School, Chennai, 2019
- Bharat Asmita Acharya Shreshtha Award from MIT Group of Institutions, 2017
- Best Book Award 2013-14 for *8 Steps to Innovation* (co-authored with Vinay Dabholkar) from the Indian Society for Training & Development
- Thinkers50 Top30 Management Thinkers in India 2014
- Thinkers50 India List 2013, 2015
- Thinkers50 India Special Innovation Award 2013
- Dewang Mehta Award for Best Teacher in Strategic Management, 2010
- Jamuna Raghavan Chair in Entrepreneurship, IIM Bangalore, 2007-10
- IFCI Award for Best Dissertation Proposal, IIM Ahmedabad, 1994
- National Talent Scholarship, NCERT, Government of India, 1979-85
- Merit Certificate from Government of India for performance in All India Secondary School Examination, 1979

ACADEMIC LEADERSHIP & SERVICE

<i>IIM Indore</i>	<p>Director (January 2014-December 2018)</p> <ul style="list-style-type: none"> - Led initiatives resulting in triple accreditation & improvement in NIRF ranking
<i>IIM Sambalpur</i>	<p>Mentor Director (2015-2017) Member, Board of Governors (2015-2018)</p>
<i>IIM Bangalore</i>	<p>Member, Faculty Development & Evaluation Committee (April 2019-present) Area Doctoral Programme Coordinator (April 2019-present) Chairperson, Corporate Strategy Area (2009-2013)</p> <ul style="list-style-type: none"> - Formulated Area Strategic Plan, first at IIMB <p>Chairperson, Committee on Disability (2009-2012)</p> <ul style="list-style-type: none"> - Set up Office of Disability Services, first in an IIM <p>Chairperson, Research & C-DOCTA (2004 - 2009)</p> <ul style="list-style-type: none"> - Revised internal funding structure for research - Chaired journal classification committee - Piloted & implemented new research incentive system <p>Chairperson, PGP (MBA Programme) (2002 - 2004) Chairperson, PGP Placement (1999-2001) Membership of Vision Committee, PGP, PGSEM, MPT, PGPPM, EPGP, Executive Education, NSRCEL, Library, & Computer Facilities Committee (at different times)</p>
<i>Academic Boards/ Councils</i>	<p>Member, Exec. Committee, Strategic Management Forum of India Co-championed Strategic Management Teachers' Prog. More than 600 faculty from AICTE-approved institutions attended till date</p> <p>Member, Board of Governors, ABV-IIITM Gwalior (2014-17) Member, Acad. Council, Indian Inst. of Foreign Trade (2012-14) Member, Board of Studies, Management, Jawaharlal Nehru Technological University, Hyderabad (2013-15) Member, Governing Board, Institute of Health Management Res., Jaipur (2003-09) Member, Asia-Pacific Advisory Council, Association for the Advancement of Collegiate Schools of Business [AACSB, USA] (2015-17) Member, Advisory Board, Shastri Indo-Canadian Inst. (2016-18) Member, Management Studies Board, All India Council of Technical Education (AICTE) (2016-18) Member, Governing Board, IIHMR University (2017-present) Member, Board of Studies, All India Mgmt. Association (2016-18) Member, Advisory Board, IFMR Business School (2018-present) Member, Advisory Board, School of Management & Entrepreneurship, Shiv Nadar University (2019-present) Member, Acad. Council, National HRD Network (2019-present) Member, Board of Studies, IFIM Business School (2019-present)</p>

Member, Board of Studies, School of Management, Bennett University, (2019-present)
 Member, Research Advisory Board, Symbiosis International (Deemed University) (2018-present)

Intl. Conferences Co-chaired/organised Globelics, Trivandrum, 2006
 Asialics, Bangalore, 2008
 Strategic Management Society India Conf., Hyderabad, 2008
 Innovation Educators Conference, Hyderabad, 2011
 Strategic Management Society Special Conf., Hyderabad, 2018

Guest Faculty National University of Singapore EMBA Prog., India module, 2011
 Georgetown University GEMBA Program, India module, 2010-18
 University of Minnesota, IMOT Program, India module, 2006-08
 Young India Fellowship, Ashoka University, Sonapat, 2017, 2018

Editorial Boards (Past or Present) Journal of Scientific & Industrial Research (CSIR, India)
 Asian Journal of Technology Innovation (Taylor & Francis)
 Innovation & Development (Routledge - Member, Sc. Committee)
 Science, Technology, & Society (Sage)
 Journal of International Business Policy (AIB/Springer - Member Editorial Review Board)
 Management & Organization Review (Cambridge)
 Intl. Journal of Global Business & Competitiveness (Springer)

Occasional Reviewer Industrial & Corporate Change
 Long Range Planning
 Journal of Management Studies
 Journal of Indian Business Research
 Asia Pacific Journal of Management
 IIMB Management Review

PUBLIC POLICY & MANAGEMENT

Govt. of India Member, Justice Srikrishna Committee to Evolve a Data Protection Framework for India (2017-18)

Ministry of HRD, Gol Nominee Director, Higher Education Financing Agency (2017-pr.)

DFS, Gol Member, Appointments Board for Whole-time Directors of Public Financial Institutions (2017-19)

DFS, Gol Member, Appointments Board for CEOs/EDs of Public Sector Banks (2014-16)

Performance Management Divn Cabinet Secretariat Gol Design of Evaluation Process for Innovation by Departments & Ministries of Government of India (2013)

ARCI, Hyderabad Member, Tech. Advisory Group, Centre for Technology Transfer

TIFAC, DST, Gol Member, Think Tank, Patent Facilitation Centre (2011)

Gol Member, Strategy Sub-Group, High Powered Committee for National Civil Aircraft Development Programme

<i>DBT, Govt SAC-PM, Govt</i>	Review of Small Business Innovation Research Initiative (2008) Member, Committee to Study Future of Aerospace in India (2006-07)
<i>CII MHRD, Govt</i>	Karnataka Vision 2025 Report (2008) Member, Sub-group on Pharmaceutical Education, Task Force for 11 th 5-year Plan (2006)
<i>DST, Govt</i>	Member, Performance Evaluation Committee, National Innovation Foundation (2005-06) Member, Delegation to Israel on the occasion of signing of India-Israel R&D Cooperation Agreement (2005)
<i>DSIR, Govt Govt. of Karnataka</i>	Review of Performance during 10 th 5-year Plan (2006-07) Consultancy for Karnataka Urban Water Supply Board, State Information Department, Mysore Sales International Ltd.

CORPORATE LEADERSHIP

<i>Corporate Boards</i>	D-Link (India) Ltd. (Dec. 2005 - June 2009) [Also Chair, Audit Committee for 2 years] Smartlink Network Systems Ltd. (2009-2012) Sundaram Asset Management Co. Ltd. (2007-2019) [Also Chair CSR Committee (2 years); Member, Risk Committee (2 years)] Halbit Avionics (P) Ltd. [A Joint Venture between HAL and Elbit Systems] (2008-2012) Milestone Religare Investment Advisors (P) Ltd. (2009-2013) MP Paschim Kshetra Vidyut Vitaran Co., Ltd. (2014-18) [Also Member, Audit Committee] Indore Smart City Development Ltd. (2017-20) [Also Chair, Audit Committee for 2 years] Higher Education Financing Agency (2017-present) [Also Chair, Risk Management Committee; Member, Audit Committee; Member, Nomination & Remuneration Committee] Wheels India Ltd. (November 2019-present)
<i>Other Boards/ Committees</i>	Advisory Board, YourNest Investment Advisers (2016-present) Investment Committee, MP Venture Finance Ltd. (2018) Advisory Board, Neomotion Assistive Solutions (P) Ltd. (2019-pr.)
<i>Industry Assns</i>	Jury Member, CII Innovation Awards (2014-18) Co-chair, CII Western Region Startup Committee (2016-17) Member, CII National Startup Committee (2016-18) Member, CII National Panel on Technology, Innovation, & IPR (2005-06) Member, CII Karnataka Panel on Industry-Institute Interaction (2006 - 2009) Member, Advisory Board, CII National Innovation Mission Member, Advisory Board, Nasscom Innovation Initiative Jury Member, Nasscom Innovation Awards, (2007, 2011-13)

Frequent Invited Speaker at CII and Nasscom Events
 Invited speaker at European Industrial Research Management Association (2012), Petrotech (2012), International News Media Association (2012)

- Consultancy* Mazagon Docks Shipyard Ltd., Aban Offshore Ltd., Murugappa Group, Saskaen, etc.
- Top Mgmt Talks* RBI, Philips Innovation Centre, NXP Semiconductors, Samtel Color, Jet Airways, General Electric, Eaton Corp., 3M India, Honeywell Tech. Solutions, Intel India, etc.
- Other Invited Talks* HP, Symphony Services, Infosys, Unisys, HSBC, Dell, EMC, IBM, Cognizant, IndianOil, BHEL, CIO Magazine, Yahoo, Intel, Schneider Electric, Siemens, Unilever, Asian Paints, etc.
- Exec. Education* Aditya Birla Group, Murugappa Group, McGraw Hill, Titan, TAFE, ITC, Samtel Color, SBI, British Telecom, Hewlett Packard, EMC, Biocon, Volvo Eicher, etc.
 Programme Director, Advanced Leadership Programme (2005-08)
 Programme Director, Executive Education Open Programmes on:
 Creating Successful New Products
 Going Beyond Jugaad: Building a Systematic Innovation Capability

NON-PROFIT LEADERSHIP

- Boards* Foundation for Excellence India Trust (2009-present)
 SVP Philanthropy Foundation (2012-13)
 Indore Management Association (2014-18)
- Advisory Boards* The Ganga Foundation (2019-present)
 Prerana NGO (2019-present)

TEACHING

In the Classroom

I have taught the following core & elective courses in MBA-equivalent programmes at IIMB:

Corporate Strategy	Going Beyond Jugaad: Building a Systematic Innovation Capability
Competition & Strategy	Business, Government, & Society
Advanced Strategic Management	Business & Ethical Values
International Business	Managing Your Career for Growth & Leadership
Strategy & Human Resource Management	Entrepreneurial Management
Strategy Implementation	New Product Development / Creating Successful New Products
	Managerial Communication

Virtual

IIMB MOOCs course on *Managing Innovation* (jointly with Dr. Vinay Dabholkar) has been offered twice on Swayam platform and twice on EDx platform.

RESEARCH

My research is on strategy and innovation, in the context of emerging markets, with a special focus on India. I have presented my research at leading international conferences and seminars in top universities across the world and published in both professional journals and the economic press.

I have received research grants from (or been a part of research studies funded by):

- The European Commission (FP7),
- The Economic Research Institute for ASEAN and East Asia (ERIA),
- University of Pennsylvania Institute for the Advanced Study of India (UPIASI),
- Department of Science & Technology (Gol), and
- Mr. T.V. Mohandas Pai.

GUIDANCE OF DOCTORAL STUDENTS AT IIM BANGALORE & IIM INDORE

	Doctoral Candidate	Year of Completion	Current Employment	My Role
1	Sanjay Gupta (Energy)	2001	E&U Consulting Lead, Cognizant Technology Solutions	DAC Member
2	Anurag Jain (Information Systems)	2004	Chief Strategy Officer, Flynas, Saudi Arabia	DAC Member
3	Chitra Singla (Strategy)	2011	Faculty, IIM Ahmedabad	DAC Member
4	Arun Kumar Tripathy (Strategy)	2011	Faculty MDI	DAC Member
5	Ashwin A.S. (Strategy)	2012	Infosys Labs Infosys Ltd.	DAC Chair
6	Jang Bahadur Singh (Information Systems)	2012	Faculty, IIM Trichy	DAC Member
7	Srivardhini K. Jha (Strategy)	2013	Faculty, IIM Bangalore	DAC Chair
8	Vidhula Venugopal (Strategy)	2014	Faculty, IIM Nagpur	DAC Member
9	Anusha Ramesh (Strategy)	2014	Faculty, Willamette Univ., USA	DAC Member
10	Janhavi Kote (Orgnl Behaviour)	2015	Shanghai, PRC	DAC Member

11	Pavan Soni (Strategy)	2017	Independent Consultant	DAC Chair
12	Roopak Gupta (OBHR)	2016	Faculty, IIM Kozhikode	DAC Member
13	Ashwin Iyengar (Strategy)	Ongoing		DAC Member

PUBLICATIONS

My publications include books, papers in refereed journals, conference papers, articles in the popular press, case studies, book chapters and working papers.

My first book *From Jugaad to Systematic Innovation: The Challenge for India*, published in February 2010 identified the challenges faced by India in enhancing industrial innovation and proposed an agenda to enhance innovation output. In his comments on the book jacket, MindTree Vice Chairman Subroto Bagchi wrote: “Rishiksha Krishnan is doubtlessly among India’s foremost chroniclers of the innovation journey. His book is a great account of the history of innovation in the post-industrial era. He has his pulse on issues that hold Indians from going to the next level.”

My second book, *8 Steps to Innovation: Going from Jugaad to Excellence* (co-authored with Vinay Dabholkar) published by HarperCollins in 2013 focuses on how organizations can systematically build innovation capabilities. Commenting on the book, Dr. R.A. Mashelkar described it as “an extraordinary guide to a speedy and successful journey from mind to marketplace embellished with lucid agreements, brilliant logic, and backed by the sprinkling of inspiring lessons from great innovators and innovations.”

Between January 2012 and June 2013, I wrote a bi-monthly invited column for *Outlook Business* magazine on strategy and innovation. I subsequently wrote a monthly column on a similar theme for *The Hindu Businessline*. During 2010 and 2011, I wrote an invited monthly column for *Edu* magazine. I write a blog on contemporary trends in innovation at <http://jugaadtoinnovation.blogspot.com> and am a regular contributor to www.foundingfuel.com.

List of Publications

(As of February 2020)

A. Books

[A2] Dabholkar, Vinay & Rishiksha T. Krishnan *8 Steps to Innovation: Going from Jugaad to Excellence*. HarperCollins, March 2013. (www.8stepstoinnovation.com)
[Winner of the Best Book Award 2013-14 from the Indian Society for Training & Development.]

[A1] Krishnan, Rishiksha T. *From Jugaad to Systematic Innovation: The Challenge for India*. Bangalore: The Utpreraka Foundation, February 2010. (Reviews / links / updates posted at <http://jugaadtoinnovation.blogspot.com>)

B. Papers in Journals

[B24] **Krishnan, Rishikesha T.**, & Shameen Prashantham. “Innovation in and from India: The Who, Where, What and When,” *Global Strategy Journal*, Vol. 9, No. 3, 2019, pp. 357-377.

[B23] Jha, Srivardhini K., Dhanaraj, C., & **Rishikesha T. Krishnan**. “From Arbitrage to Global Innovation: Evolution of Multinational R&D in Emerging Markets,” *Management International Review*, Vol. 58, 2018, pp. 633-661.

[B22] Jha, Srivardhini K., Parulkar, I., **Krishnan, Rishikesha T.**, & Charles Dhanaraj “Developing New Products in Emerging Markets,” *MIT Sloan Management Review*, Vol. 57, No. 3, Spring 2016, pp. 55-62

[B21] Ashwin, A.S., **Krishnan, Rishikesha T.**, & Rejie George, “Family firms in India: family involvement, innovation and agency and stewardship behaviors,” *Asia Pacific Journal of Management*, Vol. 32, No. 4, 2015, pp. 869-900.

[B20] Ashwin, A.S., **Krishnan, Rishikesha T.**, & Rejie George, “Board Characteristics, Financial Slack, and R&D Investments: An Empirical Analysis of the Indian Pharmaceutical Industry,” *International Studies of Management & Organization*, Vol. 46, No. 1, 2016, pp. 8-23.

[B19] Soni, P., & **Rishikesha T. Krishnan**. “Frugal Innovation: Aligning Theory, Practice and Public Policy,” *Journal of Indian Business Research*, Vol. 6, No. 1, 2014, pp. 29-47.

[B18] Lee, K., Park, T.Y., and **Rishikesha T. Krishnan** “Catching-up or Leapfrogging in the Indian IT Service Sector: Windows of Opportunity, Path-creating, and Moving up the Value Chain,” *Development Policy Review*, Vol. 32, No. 4, 2014, pp. 495-518.

[B17] **Krishnan, Rishikesha T.** “Innovation Strategies of Indian Market Leaders,” *Journal of Indian Business Research*, Vol. 4, No. 2, 2012, pp. 92-96.

[B16] **Krishnan, Rishikesha T.**, and Srivardhini K. Jha “Innovation in the Indian Automotive Industry: The Role of Academic & Public Research Institutions,” *Asian Journal of Technology Innovation*, Vol. 20, No. S1, 2012, pp. 67-84.

[B15] **Krishnan, Rishikesha T.**, and Srivardhini K. Jha “Innovation Strategies in Emerging Markets: What can we learn from Indian Market Leaders,” *ASCI Journal of Management*, Vol. 41, No. 1, 2011, pp. 21-45.

http://journal.asci.org.in/Vol.41%282011-12%29/41_1_Rishikesha%20T%20Krishnan.pdf

[B14] **Krishnan, Rishikesha T.** and Swarna Kumar Vallabhaneni, “Catch-up in Technology-driven Services: The Case of the Indian Software Services Industry” *Seoul Journal of Economics*, Vol. 23, No. 2, 2010, pp. 263-281.

- [B13] **Krishnan Rishikesha T.** “Indian Innovation System: At the Crossroads” *The Journal of Science Policy & Research Management (Japan)*, Vol. 22, No. 2, 2007, pp. 94-102.
- [B12] **Krishnan, Rishikesha T.** “Subsidiary Initiative in Indian Software Subsidiaries of MNCs,” *Vikalpa*, Vol. 31, No. 1, January-March 2006, pp. 61-71.
- [B11] **Krishnan, Rishikesha T.,** and K. Kumar “Capturing Value in Global Markets: The Case of Samsung Electronics,” *SCMS Journal of Indian Management*, Vol. 2, No. 4, October-December 2005, pp. 63-73.
- [B10] **Rathinasamy, R.S., Mantripragada, Krishna G., Krishnan, Rishikesha T.,** and Melkote K. Shivaswamy “An Insider’s Guide to doing business in India,” *Journal of Corporate Accounting & Finance*, Vol. 14, No. 6, September-October 2003, pp. 17-33.
- [B9] **Kumar, K. and Rishikesha T. Krishnan.** “Growth Challenges of Software SMITs: A Strategic Analysis,” *IIMB Management Review*, Vol. 15, No. 1, March 2003, pp. 112-118.
- [B8] **Madanmohan, T.R. and Rishikesha T. Krishnan.** “Adaptive Strategies in the Indian Pharmaceutical Industry,” *International Journal of Technology Management*, Vol. 25, Nos. 3 / 4, 2003, pp. 227-246.
- [B7] **Krishnan, Rishikesha T. and C. Manohar Reddy** “How Indian Students See Ethics and Society: A Survey” *IIMB Management Review*, Vol. 14, No. 4, December 2002, pp. 76-83.
- [B6] **Krishnan, Rishikesha T. & Ganesh N. Prabhu.** “Innovation in the Indian IT Industry: A Study of the Software Product Development Process” *Science, Technology and Society*, Vol. 7, No. 1, 2002, pp. 91-115.
- [B5] **Krishnan, Rishikesha T.** “Knowledge Management and Competitive Advantage”, *IIMB Management Review*, Vol. 13, No. 4, December 2001, pp. 57-63.
- [B4] **Madanmohan, T.R. and Rishikesha T. Krishnan** “Characteristics of Indian Academic Research Underlying Industrial Innovations: An Empirical Analysis” *Journal of Scientific & Industrial Research*, Vol. 59, April 2000, pp. 294-299.
- [B3] **Krishnan, Rishikesha T. & Ganesh N. Prabhu.** “Creating Successful New Products: Challenges for Indian Industry,” *Economic & Political Weekly*, July 31, 1999, pp. M-114 - M-120.
- [B2] **Krishnan, Rishikesha T.** “How diversified should Indian business houses be?” *IIMB Management Review* Vol. 11, No. 1, March 1999, pp. 109-117. (Also reprinted in *Srijan*, Vol. 1, No. 1, January-June 2002, pp. 14-19).
- [B1] **Krishnan, Rishikesha T.** “Is Strategy Important for Small Companies?” *IIMB Management Review* Vol. 9, No. 4, October-December 1997, pp.105-111.
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C. Short Articles in Journals

[C6] **Krishnan, Rishikesha T.** “Silicon Valley to India: Build an Innovation Ecosystem and Good things will come,” *Ivey Business Journal*, September/October 2011. Available online at <http://www.iveybusinessjournal.com/topics/innovation/silicon-valley-to-india-build-an-innovation-ecosystem-and-good-things-will-come>

[C5] **Krishnan, Rishikesha T.** “Building World-class Universities,” *Economic & Political Weekly*, Vol. 40, No. 7, April 23-29, 2005, pp. 1681-1683.

[C4] **Krishnan, Rishikesha T.** “Indian Software Industry: Value differentiation”, *Chartered Financial Analyst*, Vol. 8, No. 12, December 2002, pp. 90-92.

[C3] **Krishnan, Rishikesha T.** “Product Development: Learning from ‘Reva’ Experience” *Economic & Political Weekly*, May 11, 2002, pp. 1787-1789.

[C2] **Krishnan, Rishikesha T.** “Prescription for Ten Per Cent Growth: Food for Thought” *Economic & Political Weekly*, Vol. 37, No. 12, March 23, 2002, pp. 1107-1108.

[C1] **Krishnan, Rishikesha T.** “TVS-Suzuki Split: Launch Pad for Global Leadership?” *Economic & Political Weekly*, Vol. 36, No. 41, October 13, 2001, pp. 3885-3886.

D. Chapters in Books

[D10] **Srinivasan, R. and Rishikesha T. Krishnan** “Making Conscious Choices: Digital Strategy and Transformation,” In Vikas Gupta (ed.) *Innovation Black Book Enterprise 4.0*, Wiley, 2020, pp. 7-26.

[D9] **Krishnan, Rishikesha T.** “The Indian Innovation System” in V.K. Narayanan & Gina O’Connor (eds.) *Encyclopedia of Technology and Innovation*, Wiley, UK, 2010, pp. 341-349.

[D8] **Krishnan, Rishikesha T., and N. Dayasindhu** “Knowledge Management Practices in Indian IT Services Vendors” In I.V. Malhan & Shivarama Rao (eds.) *Perspectives on Knowledge Management* Lanham, Maryland: Scarecrow Press, May 2008

[D7] **Krishnan, Rishikesha T., Gupta, Anshu, and Varun Matta** “Biotechnology & Bioinformatics: Can India emulate the Software Success Story?” In R. Chakravarthy (ed.) *Agri Informatics: An Introduction*, The ICFAI University Press, 2006, pp. 23-49.

[D6] **Krishnan, Rishikesha T.** “Linking Corporate Strategy and HR Strategy: Implications for HR Professionals,” In R. Padaki, N.M. Agrawal, C. Balaji and G. Mahapatra (eds.) *Emerging Asia: An HR Agenda*, New Delhi: Tata McGraw-Hill, 2005, pp. 215-223.

[D5] **Krishnan, Rishikesha T., and Ganesh N. Prabhu.** “Software Product Development in India: Lessons from Six Cases.” In A.P. D’Costa and E. Sridharan (eds.) *India in the Global Software Industry: Innovation, Firm Strategies and Development*, London: Palgrave Macmillan, 2004, pp. 139-163.

[D4] **Krishnan, Rishikesha T.** “National Chemical Laboratory: Transformation into a Global R&D Platform.” In Azhar Kazmi *Business Policy and Strategic Management*, 2nd edition, New Delhi: Tata McGraw-Hill, 2002, pp. 526-535.

[D3] **Krishnan, Rishikesha T.** “Understanding the Response of National Laboratories to Environmental Change: A Framework”. In Pattnaik, B.K. (ed.) *Technology Transfer & In-house R&D in Indian Industry*. Vol. II, New Delhi: Allied Publishers, 1999, pp. 716-731.

[D2] **Krishnan, Rishikesha T.** “A Programme in Software Enterprise Management.” In N. Balasubramanian (ed.) *Management Perspectives: Essays on Managerial Priorities and Management Education*, New Delhi: Macmillan India, 1999, pp. 151-157.

[D1] **Krishnan, Rishikesha T.** “Response of National R&D Laboratories to Environmental Change: A Study of Five Indian Industrial R&D Laboratories” Dissertation abstract. In *Management at the Frontiers* New Delhi: Macmillan, 1998, pp. 392-394

E. Working Papers

[E11] Jha, Srivardhini K., Dhanaraj, C., and **Rishikesha T. Krishnan.** “How does Multinational R&D Evolve in Emerging Markets? Arbitrage, adaptation and aggregation in Global Innovation Networks,” IMD Working Paper 2015-02, April 2015

[E10] **Krishnan, Rishikesha T.** *India: Uneven Innovation Amid a Noisy Democracy*, Centre for Development & Enterprise (South Africa), 2014.

[E9] Ujjual, Vandana, Patel, P., **Krishnan, Rishikesha T.**, Keshavamurthy, Srivardhini, Hsiao, R.L., & F.Y. Zhao. *Management and Organisation of Knowledge Creation in Emerging Markets: A Perspective from Subsidiaries of EU MNEs*. SPRU Electronic Working Paper No. 192, May 2011.

[E8] **Krishnan, Rishikesha T.** *Barriers to Innovation & the Creation of a Knowledge Society in India* IIMB Working Paper No. 243, February 2006

[E7] **Krishnan, Rishikesha T.** *Subsidiary Initiative & Strategic Choice in Indian Software Subsidiaries of Multinational Corporations*. IIM Bangalore Working Paper No. 240, October 2005.

[E6] **Krishnan, Rishikesha T.**, and K. Kumar. *Emerging Market Companies Ascending the Value Curve: Rationale, Motivation & Strategies*. IIM Bangalore Working Paper No. 213, September, 2003.

[E5] Reddy, C. Manohar and **Rishikesha T. Krishnan** *Measuring the Ethical Orientation of MBA Students: A Scale Development* IIM Bangalore Working Paper No. 183, February 2002.

[E4] **Krishnan, Rishikesha T.**, and C. Manohar Reddy *Indian MBA Students' Perceptions of Ethics and Society: A First Level Analysis* IIM Bangalore Working Paper No. 182, February 2002.

[E3] **Krishnan, Rishikesha T.** *Factors Influencing Choice of Business Strategies by Government Research Laboratories under Pressure to Increase External Earnings: An Exploratory Study* IIM Bangalore Working Paper No. 153, April 2000.

[E2] **Krishnan, Rishikesha T.** and Ganesh N. Prabhu. *Creating Successful New Products: Challenges for Indian Industry.* IIM Bangalore Working Paper No. 136, May 1999.

[E1] Madanmohan, T.R. and **Rishikesha T. Krishnan.** *Adaptive Strategies in the Indian Pharmaceutical Industry.* IIM Bangalore Working Paper No. 113, August 1998.

F. Cases

[F16] Datar, Srikant M., Bhatta, N.M., **Krishnan, Rishikesha T.**, and Rachna Tahilyani. *Revitalizing State Bank of India*, Harvard Business School Case No. 116-043, May 2016.

[F15] Jha, Srivardhini K., **Krishnan, Rishikesha T.**, Dhanaraj C, & Ivy Buche “Cisco India (B): Bootstrapping for Innovation,” IMD-7-1658, International Institute for Management Development, Lausanne, Switzerland, Case Series, May 2015.

[F14] Jha, Srivardhini K., **Krishnan, Rishikesha T.**, Dhanaraj C, & Ivy Buche “Cisco India (A): Innovation in Emerging Markets” IMD-7-1657, International Institute for Management Development, Lausanne, Switzerland, Case Series, May 2015.

[F13] **Krishnan, Rishikesha T.** “The Pune Power Model,” July 2013. Part of the HBS case collection available online at <http://hbsp.harvard.edu/>

[F12] Majumdar, Atreyi & **Rishikesha T. Krishnan.** “Maruti-Suzuki India Ltd: Maintaining Leadership in a Competitive Market,” 2012.

[F9-11] Holla, Jayarama, **Krishnan, Rishikesha T.**, & Srinivasa Prakhya “Estimating Demand for a New Regional Transport Aircraft” (A), (B) & (C) IMB Case # 365, 367 & 369. Part of the HBS case collection available online at <http://hbsp.harvard.edu/> March 2012.

[F8] **Krishnan, Rishikesha T.**, and Swarna Kumar Vallabhaneni “Pratham: Every Child in School, Every Child Learning (A),” 2010.

[F7] **Krishnan, Rishikesha T.** and Swarna Kumar Vallabhaneni “Innovation, Technology & Competitive Strategy: Bajaj Auto & the Motorcycle Market (A) & (B),” November 2009.

[F6] **Krishnan, Rishikesha T.** “The Indian Airline Industry in 2008,” Case Study, July 2008.

[F5] **Krishnan, Rishikesha T.**, and K. Kumar “Samsung Electronics” (mimeo), 2004.

[F4] **Krishnan, Rishikesha T.** “Reva: Driving Technology Adoption through Strategic Innovation” Case study (mimeo), April 2002. (Presented at SMF conference, Gurgaon, April 2002).

[F3] **Krishnan, Rishikesha T.** “Sundaram Finance Ltd.” Case study (mimeo), November 2001.

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