

**Ashok
Som**

**Professor,
Department
Management**
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Global MBA



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Education

Ph.D in Business Administration, Indian Institute of Management, Ahmedabad.
Master of Technology (M.Tech, Applied Geology), Indian Institute of Technology (IIT), Kharagpur.
Master of Science (M.Sc, Applied Geology), Indian Institute of Technology, Kharagpur.
Bachelor of Science (B.Sc), Presidency College, University of Calcutta.

Biography

For full details please refer to: <http://www.ashoksom.com>

Research Areas

[Organizational Re-Design, Strategy \(restructuring\) Process, Strategic Human Resource Management, Innovation in Asia.](#)

On-going Projects

Project 1: Managing Innovation Globally: Challenges Facing India, China and Japan Collaborating with Prof. Kazuhiro Asakawa, Keio Business School, Keio University, Japan

Project 2: Strategy, Corporate Governance and HR Interventions: Designing Next Generation Organizations

Project 3: Determinants of Post-Merger Integration Levels and Speed

Publications

✉ Academic Publications

Books

International Management: Managing the Global Corporation. London (UK) : McGrawHill, 2009

Organizational Re-design and Innovative Human Resource Management . Oxford (UK / India) : Oxford University Press, 2008

Articles

"Logic of Luxury in Emerging Markets" (A. Som), *Vikalpa The Journal for Decision Makers*, Jan 2011, Vol. 36, Issue 1, p. 75-77

"Emerging Human Resource Practices at Aditya Birla Group " (A. Som),

Human Resource Management (Wiley), Issue 3

"Success Stories - Learning from successful companies" (A. Som, J. Bhatnagar), *Gray Matters Quarterly*, Sep 2010, Vol. 3, Issue 1, p. 28-29

"Innovation and R&D in the global environment: the case of Group Thalès" (A. Som), *International Journal of Business Innovation and Research*, Apr 2009, Vol. 3, Issue (3)

"Conducting Business in Vietnam : A brief for International Managers" (A. Som, L. Bibard, A. Mai), *Global Business and Organizational Excellence*, Mar 2009, Vol. 28, Issue 3, p. 55-78

"Innovative human resource management and corporate performance in the context of economic liberalization in India" (A. Som), *The International Journal of Human Resource Management*, Issue 7

"Thales: in defence of independence" (A. Som), *European Business Forum*, Apr 2008, Issue 32, p. 46-49

"Internationalization of R&D in China and India: Conventional wisdom versus reality" (K. Asakawa, A. Som), *Asia Pacific Journal of Management*, Jan 2008, Vol. -, Issue -, p. ---

"Gérer Notre Croissance Mutuelle" (A. Som), *INDE-FRANCE Etapes géant*, Dec 2007, Vol. -, Issue -, p. 10-16

"Managing Mutually beneficial Growth" (A. Som), *INDIA-FRANCE Giant Strides*, Nov 2007, Vol. -, Issue -, p. 10-16

"What drives adoption of innovative SHRM practices in Indian organizations?" (A. Som), *International Journal of Human Resource Management*, May 2007, Vol. 18, Issue 5, p. 808-828

"Restructuring Canal Plus for a Digital Future" (A. Som), *European Business Forum*, Dec 2006, Vol. Issue 27, Issue Winter 2006, p. 59-61

"L'Inde championne des pratiques RH" (A. Som), *Business Digest*, Oct 2006, Vol. 167, p. 24-26

"Partner or Protectionist? India's View of Europe" (A. Som), *European Business Forum*, Oct 2006, Vol. 26, Issue Autumn, p. 7-21

"Ringing the Changes" (A. Som), *European Business Forum*, Jul 2006, Issue 25, p. 59-61

"Bracing for MNC Competition through Innovative HRM Practices: The Way Ahead for Indian Firms" (A. Som), *Thunderbird International Business Review*, Mar 2006, Vol. 48, Issue 2

"Personal Touch That Built an Empire of Style and Luxury" (A. Som), *European Business Forum*, Jan 2005, Issue 20, p. 69-71

"Strategic Organizational Response of an Indo-Japanese Joint Venture to India's Economic Liberalization (Lead Article)" (A. Som), *Keio Business Forum*, Jan 2005, Vol. 22, Issue 1, p. 1-14

"Vers quelles innovations RH dans les entreprises françaises ? Une étude exploratoire" (A. Som, J. Cerdin), *Gestion 2000*, Jan 2005, Issue 2

"Mahut Group: A Failed Case of Organizational Restructuring" (A. Som), *Asian Case Research Journal*, Jan 2005, Vol. 9, Issue 1

"Saint-Gobain: The Expansion Options" (A. Som), *International Journal of Case Method Research and Application*, Jan 2005

"Building Sustainable Organisations through Restructuring: The Role of Organisational Character in France and India" (A. Som), *International Journal of Human Resources Development and Management*, Jan 2003, Vol. 3, Issue 1, p. 2-16

"Redisigning the Human Resources Function at Lafarge" (A. Som), *Human Resource Management*, Jan 2003, Vol. 42, Issue 3, p. 271-288

Book Chapters

Corona Beer: Challenges of International Expansion. In: *Crafting and Executing Strategy*. New York (USA) : McGraw-Hill, 2011, p. 689 (C228)-699 (C238)

Lessons from Indian success stories. In: *Doing Business in India* (with J. Bhatnagar). New York (USA) : Routledge, 2011, p. 224-237

Air France-KLM : Changing the rules of the game. In: *Strategy - Process, content, context - An International Perspective*. Hampshire (United Kingdom) : Cengage Learning EMEA, 2010, p. 823-836

Aditya Birla Group : The Indian multinational. In: *Strategy - Process, content, context - An International Perspective*. Hampshire (United Kingdom) : Cengage Learning EMEA, 2010, p. 796-822

Corona Beer : From a Local Mexican Player to a Global Brand. In: *Crafting and Executing Strategy: The Quest for Competitive Advantage*. (USA) : McGraw Hill, USA, McGraw Hill, USA. 2009, p. 248-258

Managing Overseas R&D in Northeast Asia: Conventional Wisdom and Emerging Trends. In: *R&D Interplay in Northeast Asia* (with K. Asakawa). Seoul (Republic of Korea) : Samsung Economic Research Institute, 2007, p. 45-71

Organization Redesign at Bharat Petroleum Corporation Limited: The Challenge of Privatization. In: *Strategic Human Resource Management*. New Delhi (India) : Oxford Univeristy Press, 2007

Case 3-11: Vodafone; E Pluribus Enum. In: *Strategic Management and Competitive Advantage*. New Jersey (USA) : Pearson Prentice Hall, 2006, p. 3-122-3-137

Enabling Execution Excellence through Innovative HR Practices: The Emergence of Indian Firms in the Global Landscape. In: *Enabling Execution Excellence - A Global Agenda*. Mumbai (Inde) : Himalaya Publishing House, AKHILESH K.B., GURTOO A., MAHAPATRA G.. 2006

Carrefour in South America. In: *Marketing Management: International Perspectives*. Chennai (India) : Vijay Nicole Imprints Private Limited, RAJU M.S., XARDEL D.. 2006

CAS. LVMH. Managing the Multi-brand Conglomerate. In: *Strategic Management and Competitive Advantage. Concepts and Cases*. Upper Sadle River, New JerseyNew Jersey (Etats-Unis) : Pearson Prentice Hall, BARNEY J.B., HESTERLY W.S.. 2006

LVMH Managing the Multi-brand Conglomerate. In: *Strategic Management and Competitive Advantage*. New Jersey (Etats-Unis) : Pearson Prentice Hall, StudentAid.ed.gov. 2005

CAS. *LVMH: Managing the Multi-brand Conglomerate*. In: *Strategy. Analysis and Practice. Text and Cases*. Maidenhead (Grande Bretagne) : McGraw Hill Education, McGee J., Thomas H., Wilson D.. 2005

CAS. *Lafarge: Evolution of a French Cement Company to a Global Leader*. In: *Global Corporate Evolution: Looking Inward or Looking Outward?*. Pittsburg (Etats-Unis) : Carnegie Bosch Institute, TRICK M.A.. 2004

📄 Working Papers

"Strategic Organizational Response of an Indo-japanese Joint Venture to India's Economic Liberalization" (A. Som). Essec Research Center, DR-3023 Sep 03.

"Vers quelles innovations RH dans les entreprises françaises" (A. Som, J. Cerdin). Essec Research Center, DR-3024 Aug 03.

"Strategic Human Resource Management Practices: An Exploratory Survey of French Organisations" (A. Som, J. Cerdin). Essec Research Center, DR-3025 Aug 03.

"What Drives the Adoption of SHRM in Indian Companies?" (A. Som, H. Bouchikhi). Essec Research Center, DR-3009 Apr 03.

"Bracing Competition through Innovative HRM in Indian Firms:Lessons for MNEs" (A. Som). Essec Research Center, DR-3010 Apr 03.

"Role of Organizational Character During Restructuring: A Cross-cultural Study" (A. Som). Essec Research Center, DR-2016 Sep 02.

📄 Other Publications

Articles published in Conference Proceedings

"Innovative Strategy of Airbus and Boeing : The case of China". In : *Generating Innovative Solutions to recurring problems in the Global Business Environment*, GBATA. Kruger National Park Vicinity (South Africa) : GBATA, 2010, p. 851-858

"Re-Designing of Deutsche Telekom AG". In : *Generating innovative solutions to recurring problems in the Global Business Environment*, GBATA. Kruger National Park Vicinity (South Africa) : GBATA, 2010, p. 859-865

"Organizational response through innovative HRM and re-design: A comparative study from France and India". In : *Emergence of New Economic Powers:Management of Human Resources in the Challenging Global Context* ,. Birmingham (United Kingdom) : Aston Centre for Human Resources (ACHR), 2010

"A Study of Innovative Human Resource Management practices in India". In : *Emergence of New Economic Powers: Management of Human Resources in the Challenging Global Context* , IHRM Conference. Birmingham (United Kingdom) : Aston Centre for Human Resources , 2010

"Organizational Re-design and Performance Evidence from India". In : *AOM Meeting Proceedings*, AOM Meeting, Anaheim, California. Anaheim, California (USA) : AOM , 2008

"Carrefour Korea: A Failed Case of Corporate Strategy in New Asia". In : *Management in China, Japan and South Korea between Competition and*

Co-operation, Corporate Strategies in New Asia. Brême (Allemagne) : Hochschule Bremen, 2008, p. 1-20

"Innovation and R&D in the Global Environment: The Case of Group Thales". In : *Innovation and Development for Economic Growth in the Global Environment*, GBID 2008. Rio de Janeiro (Brazil) : COPPE-UFRJ, 2008, p. 67-75

"Professionalized SHRM and Corporate Performance in India". In : *20th Annual Conference ANZAM 2006*, ANZAM 2006. Queensland, Australia (Australia) : ANZAM , 2007

"Re-designing for Performance: Findings from 4 Case Studies". In : *AAOM, 5th Asia Academy of Management*, Tokyo. Tokyo (Japan) : Asia Academy of Management, 2006

"Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms", With K. Asakawa. In : *AOM , 66th Annual Meeting of the Academy of Management AOM Meeting* . Atlanta (USA) : AOM Board, 2006

"Managing R&D Innovation in India and China", With K. Asakawa. In : *ICMIT 2006. 2006 IEEE International Conference on Management of Innovation and Technology*,. Singapour (Singapour) : IEEE, 2006

"SHRM and Performance during Economic Liberalisation of India". In : *XIV ABAS Proceedings, XIV Academy of Business & Administrative Sciences (ABAS) International Conference*. Limassol (Cyprus) : ABAS , 2006

"Managing Overseas R&D in North East Asia: Conventional Wisdom and Emerging Trends", With K. Asakawa. In : *R&D Interplay in Northeast Asia: Global Corporate Strategy and Host Countries' National Innovation System*,. Seoul (South Korea) : Samsung Economic Research Institute, 2006

"Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms". In : *Innovation and the Growth of the International Firm*,. Stuttgart (Germany) : Carnegie Bosch Institute for Applied Studies in International Management, 2005

"How Dominant Logic Develops, Changes and Designs Organizations". In : *Proceedings of the 65th Annula Meeting of the Academy of Management*,. Honolulu, Hawaiï (Etats-Unis) : Academy of Management, 2005

"LVMH: Managing the Paradox of Star Brands". In : *The 2005 International Conference in Management Sciences and Decision Making*,. Taipei (Taiwan) : Tamkang University, 2005

"A Failed Case of HR Response During Organizational Restructuring". In : *Proceedings of the International Human Resource Management Conference: International Human Resource Management: Making a Difference in a World of Differences*,. Cairns (Australia) : International Human Resource Management, 2005

"Vodafone: Strategic Convergence through Technology". In : *Proceedings of the GBATA Conference: Global Markets in Dynamic Environments: Making Positive Connections through Strategy, Technology and Knowledge*,. Lisbonne (Portugal) : GBATA, 2005

"Innovative HRM Response by Corporates During India's Liberalization and Globalization". In : *2004 AAOM 4th International Conference Proceedings, Shanghai*,. Shangai (Chine) : AAOM, 2004

"Carrefour : Conquer of Latin America". In : *Proceedings of the North American Case Research Association*,. Sedona, Arizona (USA) : North

American Case Research Association, 2004

"Restructuring the Human Resources Function. A Cemet Industry Case Study". In : *Proceedings of the Academy of Management Meeting 2004, New Orleans*,. New Orleans (USA) : Academy of Management, 2004

"Organizational Redesign in France and India: Role of HRM in Action". In : *Proceedings of 2003 Annual Meeting of the Academy of Management Democracy in a Knowledge Economy*,. USA : Seattle, 2004

"Organisational Redesign at BPCL: The Challenge of Privatization". In : *2004 ABAS 12th International Conference Proceedings-Tallinn*,. Tallin (Estonia) 2004

"Strategic Organizational Response of an Indo-Japanese Joint Venture to India's Economic Liberalization". In : *Proceedings of the AIB 46th Annual Meeting*,. Stockholm (Suède) : Academy of International Business (AIB), 2004

"Evolution of Alstom: Role of the French State". In : *Navigating Crisis and Opportunities in Global Markets*,. Cape Town (Afrique du Sud) : Nedjet delener & Chiang-nan Chao, 2004

"Building Competitive Advantage Through Innovative HRM Practices: The Case of India". In : *Proceedings of 2004 International Conference in Management Sciences and Decision Making*,. Taipei (Taiwan) : College of Management, Tamkang University, China, 2004

"Renault: The Challenge of Restructuring". In : *2004 Midwest Academy of Management Meeting*,. Minneapolis (USA) : Creighton, 2004

"Challenges of Globalization at Lafarge". In : *2004 Midwest Academy of Management Meeting*,. Minneapolis (USA) : Creighton, 2004

"Mahut Group: Woes of Organizational Restructuring". In : *Navigating Crisis and Opportunities in Global Markets*,. Cape Town (Afrique du Sud) : Nedjet Delener & Chiang-nan Chao, 2004

"Adoption of Innovative HRD in Indian Companies", With H. Bouchikhi. In : *Human Resource Development in Asia: National Policy Perspectives*,. Bangkok (Thailande) : AHRD/NIDA, 2003

"Strategy Evolution at Lafarge". In : *Surfing the Waves: Management Challenges, Management Solutions*,. Fremantle (Australie) 2003

"Bracing Competition through Innovative HRM in Indian Firms: Lessons for MNEs". In : *Proceedings of the 20th Annual EAMSA Conference: Local Responsiveness Versus Global Integration*,. Stockholm (Suède) : Stockholm University, 2003

"Strategic Human Resource Management Practices: An Exploratory Survey of French Organizations", With J. Cerdin. In : *Proceedings of the 7th Conference on International Human Resource Management: Exploring the Mosaic Developing the Discipline*,. Limerick (Ireland) : Interresource Group Publishing, 2003

"Role of the HRM During Organizational Change: A Comparative Study of Organizations in India and France". In : *Proceedings of the 19th EGOS Colloquium*,. Copenhagen (Danemark) : Copenhagen Business School, 2003

"Vers quelles innovations RH dans les entreprises françaises ?", With J. Cerdin. In : *Actes de l'Association Francophone de Gestion des Ressources*

Humaines,. Nantes (France) : AGRH-ANDCP, 2003

"Professionalised HRD and Sustainable Performance in the Context of Economic Liberalization in India". In : *Human Resource Development in India: Trends and Challenges*,. New Delhi (India) : Oxford and IBH Publishing Co., 2002

"The Role of Human Resource Management in Organizational Redesign: Lessons from 4 Organizations in France and India". In : *AFZAM/INSAM VIth International Congress*,. Gold Coast (Australie) : AFZAM/INSAM, 2002

"France vs. India: Encounters in the Realm of Restructuring". In : *Proceedings of the European Academy of Management Conference*,. Stockholm (Suède) : EURAM, 2002

"Innovating Human Resource Strategies for Redesigning Organisations: Implications for Corporate Performance in the Context of India's Economic Liberalisation". In : *Proceedings of the Third Asia Academy of Management in the 1st Century Conference*,. Bangkok (Thaïlande) 2002

Press Articles

"Souplesse, écoute et gouvernance au coeur de l'excellence RH". *Business Digest*, 01 Apr 2008, p. 19-20

"Flexibility, Receptiveness and Governance". *Business digest*, 01 Apr 2008, p. 5-6

"Volkswagen in China - Running the Olympic Marathon". *European Business Forum EBF*, 01 Sep 2007, p. 46-49

"On the Prowl: Bidding for Indian Skies". *Times of India*, 13 Feb 2007, p. 27-27

"Double Standards". *Business Standard*, 23 Feb 2006

Teaching

📖 Teaching at ESSEC

[I teach the following courses in different campuses of ESSEC Business School and elsewhere:](#)

1. [International Strategy and Management](#)
2. Managing International Business in Asia
3. Business Environment in Asia
4. Management of Organizations
5. Managing the Global Corporation
6. Strategic Human Resource Management

📖 Other Teaching Activities

I regularly intervene in top-management and MBA programs in Graduate School of Business, Keio University and in Tamkang University, Taiwan, R.O.C.

Other Activities

📌 Awards and Distinctions

Nov 2007: Nominated to be in the 2000 Outstanding Intellectuals of the 21st Century, International Bibliographical Centre, UK

Oct 2007: Marquis Who's Who of the World, Twenty-Fourth Edition, US

Oct 2004: The Case "Carrefour: Conquer of Latin America" was judged the Second Best Case written by a writer from outside the United States in the North American Case Research Association Conference, Sedona, Arizona, USA, Oct 7-9, 2004.

Oct 2003: "Runner up" for Hendrik Casimir Award for his essay titled: "Increasing the Entrepreneurial Spirit of R&D". The Hendrik Casimir Award is given every year by The European Industrial Research Management Association (EIRMA). Was invited to attend the Round Table Meeting on the topic: Strengthening the Entrepreneurial Spirit of R&D held in Paris on October 15, 2003.

Oct 2003: "LAFARGE: Evolution of a French Cement Company to a Global Leader" has been accepted for presentation at the Carnegie Bosch International Institute, to be held in Pittsburgh, USA, October 2-4. The article won an honorarium of \$1000 and reimbursement for travel and hotel expenses.

Sept 2000 - Feb 2001: Selected for the prestigious IIM Ahmedabad Doctoral Institutional Exchange Program (one doctoral student per year) with ESSEC Business School, Paris for a period of six months on a cross-cultural study of two organizations in the automobile and cement industry in France

April, 1999: Was given the Best Research Proposal Award (INR 50,000), 1999 by Aditya Birla (India) Center at the London Business School, London, held at Indian Institute of Management, Calcutta. The topic of the research proposal was "Emerging Human Resource Strategies in Response to Organizational Restructuring".

July 1997 - Mar 1999: Was within the top 25 % of the Batch of MBA students at Indian Institute of Management, Ahmedabad, India 25-27 May 1999: Winner of 29th McKinsey Wings of Excellence Award at the International Management Symposium on "New Markets, New Technologies, New Skills" at University of St. Gallen, Switzerland for my essay on "The Power of Imagination - An Indian Scenario". 9 -10

1993-1995: National Scholarship, Government of India, for higher education (MTech) in Applied Geology at IIT Kharagpur.

1991: Secured second position in the All India Entrance Examination for the Indian Institutes of Technology for Post - Graduate

Studies 1991-1992: National Scholarship, Government of India, for outstanding performance in B.Sc. III Year Examination. 1990: Late Swapan Saha Memorial Prize, for securing first position in BSc. Ist Year Examination.

📌 Scientific Activities

Editorial Board Membership

Journal of Management Research in emerging economies, FMS

Journal of Asia Entrepreneurship and Sustainability,
<http://www.asiaentrepreneurshipjournal.com/>

Conference Presentations

"Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms",
(with K. Asakawa). Innovation and the Growth of the International Firm,
Stuttgart, Allemagne, 10 Sep 2005

Chair of IM Track at the Asia Academy of Management, Tokyo 2006

▮ Affiliations and Academic Responsibilities

Country Representative of France, [International Management Division, Academy of Management, U.S.A.](#)

Asia Academy of Management

Australia-New Zealand Academy of Management

Academy of HRD

International HRM Network

▮ Consulting and Other Activities

I have been [involved with large corporations](#) such as Caisses d'Epargne, Canal +, L'Oreal, Lafarge, LVMH, Renault, Vodafone, Philips, Faurecia, France Telecom on topics related to International Strategy, Organization Design, International HR, Post-Merger Integration, Cross-cultural management issues and doing business in emerging Asian markets. He has intervened in programs like "International and Cross-cultural Management" for middle-management executives of Norwegian Business School, speaking on "French Management Elites: The Indian Perspective". Recently he has intervened with senior executives from Renault that discussed on specificities on the Indian business environment and focused on managing JVs in India.

I regularly lectures diverse audiences in France, Japan, China, Taiwan and India. Through executive seminars and open lectures, I try to create a forum for the development and implementation of business and HR strategies for emerging markets. Each lecture is customized to fit the audience and their circumstances. For more details please visit (<http://www.ashoksom.com>)

▮ Professional Experience

January 2006: Co-Chair, Management Department, ESSEC Business School

September 2005: Associate Professor, Management Department, ESSEC Business School

April-August 2005: Visiting Professor, Graduate School of Business Administration, Keio University, Tokyo

April, 2004: Visiting Professor, Department of Management Sciences and Decision Making, Tamkang University, Tamshui, Taipei Hsien, Taiwan, R.O.C.

March 2003 - July 2003: Visiting Professor, Graduate School of Business Administration, Keio University, Tokyo

Sept 2002- April 2005: Assistant Professor, Strategy & Management, ESSEC Business School, Paris

Aug 2001 - Aug 2002: Visiting Professor, Strategy & Management, Ecole Supérieure des Sciences Economiques et Commerciales (ESSEC)

Oct 2000 - Jan 2001: Internship with Lafarge, in France with HR & Integration Department, Cement Division.

Apr 1998 - Jun 1998: Summer Placement at STAR TV, India. I was responsible for designing a Human Resource Information System (HRIS) for their offices at Mumbai and Delhi, India
Jan 1997 - June 1997: Sr. Executive, New Business Development at Globsyn Technologies Ltd., Calcutta, India.

Jan 1995 - Dec 1996: Executive, Program Co-ordination & Administration at ZEE Education, a subsidiary of ZEE Telefilms Ltd., Calcutta and Mumbai, India