

## Ashok Som

**Associate  
Professor,  
Department**  
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Department



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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

*Organizational Re-design and Innovative Human Resource Management* . Oxford (United Kingdom ) : Oxford University Press (Forthcomng), 2008

### Articles

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

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

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

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

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

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

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

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

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

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

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

"Personal Touch That Built an Empire of Style and Luxury", *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)", *Keio Business Forum*, Jan. 2005, Vol. 22, Issue 1, p. 1-14

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

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

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

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

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

### **Book Chapters**

*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 University 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: AKHILESH K.B., GURTOO A., MAHAPATRA G.. *Enabling Execution Excellence - A Global Agenda*. Mumbai (India) : Himalaya Publishing House, 2006

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

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

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

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

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

### **Working Papers**

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

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

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

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

"Bracing Competition through Innovative HRM in Indian Firms: Lessons for MNEs" Essec Research Center, DR-3010 avr. 03.

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

### 📖 Other Publications

#### Articles published in Conference Proceedings

"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, Hawai (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*, Shanghai (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 avr. 2008, p. 19-20

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

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

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

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

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## 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.

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## Other Activities

#### ▮ Awards and Distinctions

#### ▮ Scientific Activities

##### Editorial Board Membership

*Journal of Asia Entrepreneurship and Sustainability*

##### 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 sept. 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