

### **ACADEMIC BACKGROUND**

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- Doctoral Degree- Fellow - Indian Institute of Management Lucknow

### **EXPERIENCE**

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- May 2015-Date -Professor-Strategic Management at IIM Lucknow
- Nov 2006-May 2015 -Associate Professor-Strategic Management IIM Lucknow
- Jul 2005-Nov 2006 -Associate Professor- Strategic Management XLRI
- Feb 1987-July 2005 -Indian Oil Corporation –Management Positions

### **RESEARCH INTEREST**

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Present research interest relates to:

- Strategy Formulation and Implementation
- Strategic Alliances & Joint Ventures
- Strategic Change & Transformation
- Alliance Portfolios

### **PUBLICATIONS**

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#### **Journal Articles**

- Shukla, D. M. and Mital, Amita (2016). Effect of firm's diverse experiences on its alliance portfolio diversity: Evidence from India, *Journal of Management and Organization*, Vol. 22, No. 6, 1-25.
- Aniruddha and Mital, A. (2016). Role of Dynamic Capabilities in Innovation Output of High-Technology Firms, *Strategic Change: Briefings in Entrepreneurial Finance*, Vol 25, No. 4, 401-425.
- Dhir, S., Mital, A. and Chaurasia, S. (2014). Balanced Scorecard on Top Performing Indian Firms, *International Journal of Indian Culture and Business Management*, Vol 9, No.1, 89-100.

- Dhir, S., Mital, A. and Aniruddha (2014). Alliance Network Heterogeneity, Absorptive Capacity and Innovation Performance: A Framework for Mediation and Moderation Effects, *International Journal of Strategic Business Alliances*, Vol 3, Issue 2/3, 168-178.
- Dhir, S., Mital, A. and Srivastava S. (2013). Dynamics of Value Creation in Indian Bilateral Cross-Border Joint Ventures: A Systems Approach, *Strategic Change: Briefings in Entrepreneurial Finance*, Vol. 22, 471-483.
- Dhir, S. & Mital, A. (2013). Value Creation in Bilateral Cross-Border Joint Ventures: Evidence from India, *Strategic Change: Briefings in Entrepreneurial Finance*, Vol. 22, 307-326.
- Dhir, S. & Mital, A. (2013). Asymmetric Motives in Indian Bilateral Cross-Border Joint ventures with G7 Nations: Impact of Relative Partner Characteristics and Initial Conditions, *International Journal of Strategic Business Alliances*, Vol. 3, No. 1, 69-92.
- Dhir, S. & Mital, A. (2012). Decision Making for Mergers and Acquisitions: The Role of Agency Issues and Behavioural Biases, *Strategic Change: Briefings in Entrepreneurial Finance*, Vol. 21, 59-69.

#### **Case Studies with Teaching Notes**

- Mital, Amita & Natarajan, Vijayalakshmi (2018). Charagh Din – Dressing the Elite, Ivey Publishing, Case No. 9B18M038 accompanied with Teaching Note No. 8B18M038.
- Mital, Amita & Agarwal, Ayushmaan (2018). CEAT Tyres: Treading on Growth. IIML Case Series IIML/2017-18/03.
- Mital, Amita & Kaushik, P.S. (2018). Arvind Lifestyle Brands: Challenges of Scaling Up Profitably. IIML Case Series IIML/2017-18/02
- Mital, Amita & Vig, Shrey (2017). Dilli Haat – Reviving Lost Glory, Ivey Publishing, Case No. 9B17M100 accompanied with Teaching Note No. 8B17M100.

- Dhir, Sanjay, Mital, Amita & Mohanty, Sanjoy (2013). Educomp- Shaping Education in the New Millennium, Ivey Publishing, Case No. 9B13M073 accompanied with Teaching Note No. 8B13M073
- Mital, Amita (2012). Teaming up for 'Nano' Tractors, IIML Case Series 2012/1
- Mital, Amita (2012). Piramal Glass – Moving Up the Glass Value Chain in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Rebuilding the House of BILT in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Cyber Media – The Way Ahead in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Forging Ties For Global Expansion in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Reinventing Biocon in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Melodies of Hindusthan Musical products-Inreco in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Pidilite- Bonding Innovation with Success in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Commonwealth Games Delhi 2010-Challenges of Implementation in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012.) Karuturi – From Bed of Roses to Bowl of Rice in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). Banking on Conquering New Heights in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)

- Mital, Amita (2012). Rajesh Exports - Leading a Gold Revolution in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2012). What's Brewing Between Tata and Starbucks in Cases in Strategic Management Amita Mital, Tata McGraw Hill, (ISBN: 13:978-1-25-900511-4)
- Mital, Amita (2009). 'Karak' was the best, but 'Shera' will be better IIML Case Series No. 2009-10/03
- Mital, Amita (2008). Nanhi Kali - Will it Bloom in Strategic Management – Formulation, Implementation and Control, John A. Pearce II, Richard Robinson Jr. and Amita Mital, Tata McGraw Hill (ISBN 0-07-026438-4)
- Mital, Amita (2008). On the Fast Track with Fast Food in Strategic Management – Formulation, Implementation and Control, John A. Pearce II, Richard Robinson Jr. and Amita Mital, Tata McGraw Hill (ISBN 0-07-026438-4)
- Mital, Amita (2008). Archies Vs Vintage: Are We In The Business Of Greetings, *European Case Clearing House*, Case Reference No. 311-122-1 accompanied with Teaching Note No. 311-122-8.
- Mital, Amita (2008). Gitanjali a Gem in India's Crown, *European Case Clearing House* Case Reference No. 311-123-1 accompanied with Teaching Note No. 311-123-8.
- Mital, Amita (2008). Delhi Land & Finance: Strategy or Serendipity, *European Case Clearing House*, Case Reference No. 311-124-1 accompanied with Teaching Note No. 311-1242-8.
- Mital, Amita (2008). Gati Ltd: At The Threshold of a Big Leap, *European Case Clearing House*, Case Reference No. 311-125-1 accompanied with Teaching Note No. 311-125-8.
- Mital, Amita (2008). Tech Mahindra Ltd, *European Case Clearing House*, Case Reference No. 311-126-1 accompanied with Teaching Note No. 311-126-8.

- Mital, Amita (2008). CyberMedia: The Leadership Quest, *European Case Clearing House* Case Reference No. 311-127-1 accompanied with Teaching Note No. 311-127-8.
- Mital, Amita (2008). Suzlon Energy Limited: Riding on the Wind, *European Case Clearing House*, Case Reference No. 311-128-1 accompanied with Teaching Note No. 311-128-8.
- Mital, Amita (2008). Rewrite Rules at Pantaloon, *European Case Clearing House* Case Reference No. 311-129-1 accompanied with Teaching Note No. 311-129-8.
- Mital, Amita (2008). Bata India Limited: Repositioned or Still Foot Weary, *European Case Clearing House*, Case Reference No. 311-130-1 accompanied with Teaching Note No. 311-130-8.
- Mital, Amita (2008). United Breweries Ltd, *European Case Clearing House* Case Reference No. 311-131-1 accompanied with Teaching Note No. 311-131-8.
- Mital, Amita (2008). ONGC: Towards A Brighter Tomorrow, *European Case Clearing House* Case Reference No. 311-132-1 accompanied with Teaching Note No. 311-132-8.
- Mital, Amita (2008). Whirlpool of India: White Goods Splashed in Red, *European Case Clearing House*, Case Reference No. 311-133-1 accompanied with Teaching Note No. 311-122-8.
- Mital, Amita (2007). Hindustan Aeronautics Limited – Ready for Take-off, IIML Case Series No. 2007-03.
- Mital, Amita (2007). TVS Motor Company, IIML Case Series 2007.

### **Books**

- Mital, Amita (2012). *Cases in Strategic Management- Volume II*, (ISBN: 13:978-1-25-900511-4), McGraw Hill.
- Pearce John, Robinson Richard and Mital Amita (2012). *Strategic Management – Formulation, Implementation and Control*, Twelfth IE Edition (ISBN 13:978-1-25-900164-2), McGraw Hill.

- Pearce John, Robinson Richard and Mital Amita (2008). *Strategic Management – Formulation, Implementation and Control*, Tenth IE Edition (ISBN 0-07-026438-4), McGraw Hill.
- Mital, Amita (2007). *Cases in Strategic Management*, (ISBN 13:978-0-07-066027-4), McGraw Hill.

### **Book Chapters**

- Mital, Amita (2012). Emerging Patterns in Financial and Technical Collaborations in India – A study of Consultancy, Management and Business Services Sectors in Singh, Shailendra, *Global Competition and Competitiveness of Indian Corporates*, Macmillan (ISBN: 978-935-059-074-4).
- Mital, Amita (2009). Motives for Collaborative Arrangements: The Case of Cybermedia in Bhatt, P.R. and Kumar Krishna, *Global Competition and Competitiveness of Indian Corporates: Measurement and Analysis*, Macmillan (ISBN: 978-023-063-857-0).
- Mital, Amita (2009). Corporate Rejuvenation – A study of India firms post economic reforms in *People Management – Perspectives & Practices* – ICFAI University Press, Hyderabad (ISBN-13: 978-813-140-767-7).

### **Conference Papers & Proceedings (International)**

- Fuad, Mohammad and Mital, Amita. *Determinants of Early Movers in International Strategic Alliances: A study of Technology Intensive Firms*. Southern Management Association Meeting, Florida. October 24-28, 2017.
- Fuad, Mohammad and Mital, Amita. *Determinants of Early Movers in International Strategic Alliances: A study of Technology Intensive Firms*. Academy of International Business, Dubai July 02-05, 2017.
- Shukla, D. M; Mital, Amita; Qureshi, Israr; Wang, Taiyuan. *Alliance Network: Tie-Strength, Expansion Speed and High-Tech Venture Performance*. 30th ANZAM conference at Brisbane, Australia December 06-09, 2016.
- Shukla, D. M. and Mital, Amita. *Experiential Antecedents of Alliance Portfolio Diversity: Evidence from India*, Proceedings of Academy of Management Anaheim, California August 05-09, 2016.

- Shukla, D. M. and Mital, Amita. *How does network configuration affect the relationship between inter-organizational learning orientation and firm performance? Evidence from India*, Proceedings of 2016 China India Insights Conference.
- Dhir, S. & Mital, A. (2012). *Asymmetric Motives in Indian Bilateral Cross-Border Joint Ventures (CBJVs) with G7 Nations: Impact of Relative Partner Characteristics and Initial CBJV Conditions*. Southern Management Association Meeting, Florida.
- Dhir, S., Aniruddha & Mital, A. (2012). *Network Heterogeneity, Absorptive Capacity and Innovation Performance: A Study of Mediation and Moderation Effects*, Proceedings of Strategic Management Society Conference, Singapore.
- Aniruddha & Mital, A. (2012). *Value Capture through Product and Process Innovations – A multi stage study using hybrid methodology in large scale Indian Enterprises*, Proceedings of Strategic Management Society Conference, Singapore.

#### **Conference Papers & Proceedings (National)**

- Fuad, Mohammad and Mital, Amita. *Determinants of Entry Timing in International Strategic Alliances: Evidence from India*. International Conference on strategies in Volatile and Uncertain Environment for Emerging markets, Department of Management Studies, Indian Institute of Technology, Delhi July 14-15, 2017.
- Shukla, D. M. and Mital, Amita. *Performance Effects of Partner Diversity in Alliance Portfolios: An Organizational Learning Perspective*. PhD Consortium 2016 SJMSOM, IIT Bombay January 24-25, 2016.
- Fuad, Mohammad and Mital, Amita. *Interaction Effects of Partner Type and Partner Motives in Determining the Scope of International Joint Ventures*. PhD Consortium 2016 SJMSOM, IIT Bombay January 24-25, 2016.
- Dhir, S., Mital, A. & Srivastava, S. (2012), *Dynamics of Value Creation in Indian Bilateral Cross-Border Joint Ventures: A Systems Approach*, Proceedings of International Simulation Conference of India, IIT Mumbai.

- Dhir, S. & Mital, A. (2012). *Network Heterogeneity and Alliance Performance: An Empirical Analysis*, Conference on Excellence in Research & Education, IIM Indore.
- Dhir, S. & Mital, A. (2010). *Dynamics of Strategic Alliances: A Conceptual Review*, 13<sup>th</sup> Annual Convention, Strategic Management Forum, Noida.
- Mital Amita (2008). *Emerging Patterns in Financial and Technical Collaborations in India –A study of Consultancy, Management and Business Services Sectors* – Presented at the 3<sup>rd</sup> Conference of Global competition and Competitiveness of Indian Corporates at IIM Lucknow.
- Mital Amita (2007). *Motives for Collaborative Arrangements: The Case of Cybermedia* – Presented at the 2<sup>nd</sup> Conference of Global competition and competitiveness of Indian Corporates at IIM Kozhikode.
- Mital Amita (2005). *TVS Motor Company – A case of rejuvenation post economic reforms* presented at 8th Conference of Strategic Management Forum, IIFM Bhopal.
- Mital Amita (2004). *Successful Adaptation of Indian Firms to Changing Business Environment* Paper presented at 7th Conference of Strategic Management Forum, IIM Indore.
- Mital Amita (2004). *Ballarpur Industries Limited- Adaptation to Post Liberalisation Era* Paper presented at 7th Conference of Strategic Management Forum, IIM Indore.

#### **GUIDANCE**

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- Chair - Thesis Advisory Committee for several students in the domain of Bilateral Strategic Alliances, Alliance Portfolios, Speed, timing and Intensity of Alliances, Alliance behaviour among Business Groups and Dynamic Capabilities who are presently either faculty at IIT / IIM or on the Strategic Planning Board of companies.
- Member - Thesis Advisory Committee of students in the area of specialization of Corporate Governance and Strategic Vulnerability.

- Supervision of Independent Study for 15 FPM and Post Graduate students in the area of specialization of Diversification, Strategic Alliances, Strategic Innovation, Alliance portfolios of PSUs, Balanced Scorecard, Internet of Things and Mergers & Acquisitions.
- Guidance for Case Writing for 10 FPM and Post Graduate students.
- Guidance for over 150 live projects by PGP, WMP and IPMX students in the field of Strategic Change.

#### **RESEARCH GRANT AND AWARDS**

- Scholar Exchange Grant under ICSSR- Swiss bilateral programme in the field of Social Science (2017).
- Honourable Mentions in ISB Ivey Global Case Competitions.

#### **INSTITUTIONAL RESPONSIBILITIES**

- Chairperson (Strategic Management Group) at IIM Lucknow – April 2009 - May 2011.
- Chairperson (Student Affairs) at IIM Lucknow – May 2007 - April 2009.
- Chairman's Nominee VMC Kendriya Vidyalaya IIM Lucknow – November 2015 – March 2016.
- Member – Case Committee at IIM Lucknow – November 2014 – Date.
- Member – Library Advisory Committee at IIM Lucknow – September 2009-October 2015.
- Member Student Affairs Committee at IIM Lucknow – April 2009 – May 2014.
- Member – Purchase Committee at IIM Lucknow – February 2009-May 2012.
- Member – PGP Committee at IIM Lucknow – April 2007 – May 2011.
- Member - Placement Committee at IIM Lucknow – September 2008- April 2009.
- Member – Financial Aid and International Linkage Committee – 2008-2009.
- Member – Social Initiatives Committee at IIM Lucknow – May 2007 – April 2009.

## **FACULTY DEVELOPMENT PROGRAMS**

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- Organised and taught at Faculty Development Programmes (FDP) for Strategic Management teachers:
  - 3 Modules for Strategic Management Foundation Course
  - 2 Electives on Strategic Change and
  - Case Teaching and Case Writing Workshops
- Taught at Faculty Development Programmes (FDP) for Myanmar-India Entrepreneurship Development Centre (MIEDC)

## **EXECUTIVE EDUCATION AND KEY NOTE ADDRESS**

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- Program Director for MDPs for General Managers of ONGC & Power Grid Corporation and Senior Executives of HPCL and OIL India Ltd.
- Training in open and in-company Management Development Programmes (MDP) for officers of Indian Statistical Services, Indian Economic Services, Indian Revenue Services, Border Security Force; executives of Coal India, GAIL, HPCL, IOCL, IRS, NABARD, NHPC, NTPC, Oil India, ONGC, PNB, SBI, Coal India, Power Grid Corporation, Singareni Collieries and state level public enterprises; as well as faculty of Myanmar-India Entrepreneurship Development Centre, College of Technology, Pantnagar and principals of ITIs.
- Taught in open General Management Programme as well as for Defence Officers.
- Taught in Long Term Management Programmes for HPCL and Advanced Program for Strategy and Leadership.
- Handled the entire Strategy Module for executives of ETA Ascon (Dubai) while at XLRI Jamshedpur.
- Key speaker for the 'Case Study Workshop' organized at the International conference on strategies in volatile and uncertain environment for emerging markets at IIT Delhi during 14-15 July 2017.

## **MEMBERSHIPS**

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- Member – Academy of Management
- Member – Strategic Management Society
- Member – Southern Management Association
- Member – North American Case Research Association
- Life Member – All India Management Association
- Life Member - Strategic Management Forum

## **EDITORIAL ACTIVITIES**

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- Member Editorial Board - Research Journal of International Studies
- Reviewer for Southern Management Association
- Reviewer for Strategic Management Society Conferences
- Reviewer for Academy of International Business Conferences
- Reviewer for Conference Papers of Strategic Management Forum
- Reviewer for Metamorphosis - A Journal of Management Research