

**Senthil Muthusamy**  
958 Lafayette Blvd  
Bowling Green, Ohio 43402  
Tel: 419-353-7336 (H) / 419-377-4635 (Mobile)  
Email: senthil@bgsu.edu / senthil.thiruchenthil@gmail.com

---

### **CURRENT POSITION**

Fall 2007      **Associate Professor of Strategic Management**, (Promoted with Tenure)  
- present      College of Business Administration, Bowling Green State University, Ohio

### **EDUCATION**

2000            **Ph.D. in Business Administration**  
Major: Strategic Management  
Oklahoma State University, Stillwater, Oklahoma.

1988            **MBA**  
Bharathidasan Institute of Management, Tiruchirappalli, India.

1986            **Bachelor of Engineering**  
Major: Mechanical Engineering  
Bharathiar University, Coimbatore, India.

### **TEACHING INTERESTS**

Strategic Management Process, Corporate Strategy & Competitive Advantage  
Organization Theory, Design & Development  
Entrepreneurship and New Business Development  
Technology & Innovation Management with special focus on Knowledge Management  
Philosophical and Design Issues in Research Methods  
International Management and Cross-cultural Issues with specific interests on East & South Asia

## ACADEMIC EXPERIENCE

- 2001 – 2007      **Assistant Professor of Strategic Management**  
Department of Management, College of Business Administration,  
Bowling Green State University, Bowling Green, OH  
Taught Undergraduate, Graduate, & Executive Strategy Courses
- Graduate Faculty in the MBA and Master of Organization  
Development (MOD) Programs
- Taught DANA MBA, Executive MBA & Executive MOD  
(Strategic Management, Organization Design & Change Courses)
- Taught International Field Study for Executive MBA Program  
Visited firms in France, Germany, & Switzerland; designed and offered  
case based courses with a specific focus on European firms.
- 1999 – 2001      **Assistant Professor of Management**  
Department of Management, Rhode Island College, Providence, RI  
Taught Undergraduate courses in Strategic Management, Organization  
Theory & Design, and Business, Government & Society
- 1995 - 1999      **Graduate Teaching Associate**  
Department of Management,  
Oklahoma State University, Stillwater, OK  
Taught Undergraduate Courses in Strategic Management and Organization  
Theory & Design for 5 years  
**Research Associate** (Summer 1996 & Summer 1997)  
Worked on a Research Project assisting the development of a virtual  
enterprise consortium among manufacturing firms in Oklahoma.
- 1990 - 1994      **Lecturer - MBA Program** (Full time position)  
National Institute of Technology (formerly Regional Engg. College),  
Tiruchirappalli, India.  
Graduate courses in Strategic Management and, International  
Management; guided many student research projects. Developed and  
managed an innovative student-manager interaction program.  
**Coordinator** (Management Action Research Center)  
Organized several management development workshops for junior and  
middle level executives. Provided research and consulting services to  
Science & Technology Entrepreneur Park - a sister institution for Regional  
Engineering College, Tiruchirappalli, India.

## RESEARCH

### Refereed Journal Publications

**Muthusamy, S.K., Bobinski, P., & Jawahar, D.** 2011. "Toward a Strategic Role for Employees in Corporate Governance". *Strategic Change Journal*, Vol.20 (3-4): 127-138.

**Muthusamy, S.K.** 2008. "Minding the Cognition: Toward A Strategic Knowledge Management for Competitive Advantage". *Strategic Change Journal*, Vol.17 (5-6): 145-153.

**Muthusamy, S.K., Hur, D. & Palanisamy, R.** 2008. "Leveraging Knowledge in Buyer-Supplier Alliances: A Theoretical Integration." *International Journal of Management and Decision Making*, Vol.9 (6): 600-616.

Carr, A., **Muthusamy, S.K., & Lee, P.D.** 2008. "The Relationship between Intra-Organizational and Inter-Organizational Coordination and Its Influence on Product Quality Improvement" *Journal of Applied Business Research*, Vol.24 (1): 85-102.

Carr, A., Kaynak, H., & **Muthusamy, S.K.** 2008. "The Cross-functional Coordination and the Impact on Performance" *International Journal of Manufacturing Technology and Management*, Vol.13 (1): 55-77.

Collins, K.F., & **Muthusamy, S.K.** 2007. "Applying Toyota Production System to a Healthcare Organization: A Case Study on a Rural Community Hospital-System" *Quality Management Journal*, Vol 14 (4).

**Muthusamy, S.K.,** White, M.A. & Carr, A. 2007. "An Empirical Examination of the Role of Social Exchanges in Alliance Performance." *Journal of Managerial Issues*, Vol 19 (1).

**Muthusamy, S.K.,** & White, M.A. 2006. "Does Power Sharing Matter? The Role of Power and Influence in Alliance Performance" *Journal of Business Research*, Vol.59 (7): pages 811-819.

**Muthusamy, S.K.,** & White, M.A. 2005. "Learning and Knowledge Transfer in Strategic Alliances: A Social Exchange View." *Organization Studies*, Vol.26 (3): pages 415-441.

**Muthusamy, S.K.,** Wheeler, J., & Simmons, B. 2005. "Self-Managing Work Teams: Enhancing Organizational Innovativeness". *Organization Development Journal*, Vol.23 (3): pages 53-66.

**Muthusamy, S.K.,** Palanisamy, R., & MacDonald, J. 2005. "Developing Knowledge Management Systems for ERP Implementation: A Case Study from Service Sector", *Journal of Services Research*, Special Issue (December), pages 65-92.

**Muthusamy, S.K.,** & Palanisamy, R. 2004. "Leveraging Cognition for Competitive Advantage: A Knowledge-Based Strategy Process". *Journal of Information & Knowledge Management*, Vol.3 (3): pages 259-272.

M. Senthilkumar. 1992. "Toward a Social Corporate Policy." *Industrial Engineering Journal of India*, Vol.21 (9): 9-12.

M. Senthilkumar. 1992. "Managing Academic Institutions: A Strategic Perspective" *Indian Journal of Technical Education*, Vol.15 (2): 39-42.

### **Refereed Proceedings/ Book Chapters**

Palanisamy, R., Muthusamy, S., & MacDonald, J. 2005. "Knowledge Management Systems for ERP Implementation: A Case Study from Service Sector", **International Conference on Services Management**, New Delhi, India.

Hur, D., & Muthusamy, S.K. 2003. "Knowledge Transfer and Learning in Supplier Development," (p. 129 -150). **Proceedings of the 14<sup>th</sup> Annual North American Teaching/Research Symposium on Purchasing and Supply Management**.

Muthusamy, Senthil., Larson, B. & Frankwick, G. 1998. "Emergence of a Virtual Enterprise: An Integrated Theoretical Framework." *Developments in Marketing Science*, (eds.) John B. Ford and Earl D. Honeycutt, Vol.21:184 -189, Norfolk, VA.

Muthusamy, Senthil. 1998. "Interorganizational Environment and Structuring of Alliance Governance." **Electronic Best Paper Proceedings of Midwest Academy of Management Conference**.

Muthusamy, Senthil. 1993. "Education and Training in Innovation Management". *Management for Engineering Action*, (ed.) Vinayshil Gautam, V. (p.262-265), Sterling Publishers, New Delhi.

### **Manuscripts under Review**

Muthusamy, S.K. "Role of Interfirm Contexts in the Choice of Alliance Governance Structure" (Under first review at *Journal of Management Studies*)

### **Conference Presentations**

Carr, A.S., Muthusamy, S.K. 2011. "Strategic Repositioning in the Service Supply Chain for Long-term Profitability", POMS Annual Conference, Reno, NV. (presented by Carr, AS)

Collins, K.F. & Muthusamy, S.K. 2008. "Toyota Production System (TPS) for Healthcare Organizations: Prospects and Implementation Challenges" Academy of Management Conference, Anaheim, CA.

Muthusamy, S.K. 2007. "Role of Interfirm Contexts in the Choice of Alliance Governance Structure" **Academy of Management Conference**, Philadelphia, PA.

Muthusamy, S.K. 2006. "Cognitive Routines for Organizational Flexibility, Innovation, and Competitive Advantage." **OD Best Practices in Leading Change Conference**, Bowling Green State University.

Muthusamy, S.K., Carr, A. & Cady, S. 2004. "Supply Chain Change Management: Supply Chain Meets Organization Development". Symposium on Integrating OD and SCM:Effecting Actionable Changes in the Supply Chain (Competitive), **Academy of Management Conference**, New Orleans, LA.

Muthusamy, S.K. & Hur, D. 2003. "Social Exchanges for Effective Learning and Knowledge Transfer in Buyer-Supplier Alliances". **Academy of Management Conference**, Seattle, WA.

Hur, D., & Muthusamy, S.K. 2003. "Knowledge Transfer and Learning in Supplier Development." 14<sup>th</sup> Annual **North American Teaching/Research Symposium on Purchasing and Supply Management**, Tempe, AZ. (Refereed and Competitive)

Muthusamy, S.K. 2003. "Social Exchanges for Effective Change Management". **OD Best Practices in Leading Change Conference**, Bowling Green State University.

Muthusamy, S.K. 2002. "Learning and Knowledge Transfer in Strategic Alliances: A Social Exchange View". **Academy of Management Conference**, Denver, CO.

Muthusamy, S.K. & White, M.A. 2001. "Performance and Stability of Strategic Alliances: An Examination of Social Exchanges between Partners". **Academy of Management Conference**, Washington, D.C.

Muthusamy, S.K. & White, M.A. 2000. "Competitive Advantage through Cognitive Leverage: A Model of Dynamic Knowledge-Based Strategy Process." **Academy of Management Conference**, Toronto, Canada.

Muthusamy, Senthil. 1998. "Interorganizational Environment and Structuring of Alliance Governance." **Midwest Academy of Management Conference**, Kansas City. (Competitive)

Basu, R., Muthusamy, Senthil, & Simmons, B.L. 1997. "An Empirical Examination of Self-leadership and Innovative Behaviors in Autonomous Work Teams." **Academy of Management Conference**, Boston, MA.

Basu, R., Simmons, B.L. & Muthusamy, Senthil. 1997. "Performance, Absenteeism, Satisfaction, and Turnover in Self-managed Teams: Implications for Human Resource Management". **Academy of Management Conference**, Boston, MA.

### **Work In Progress**

"Law of Increasing Returns, Power and Scope" A Theoretical and Empirical Exploration (Research Monograph/Book)

“Strategy: Ontological Origins and Paradigms” (Book)

“Organizational Sources of Relational Competence” (Targeting *Strategic Management Journal*)

“A Study of Trust vs. Control in Different Interfirm Contexts” (Targeting *Academy of Management Journal*)

“Does Power Imbalance Affect the Stability of Strategic Alliance?” (Targeting *Journal of Management and Governance*)

“Social Capital vs. Social Exchanges in Building Effective Community Networks” (Targeting *Organization Development Journal*)

“The Alliance Learning Predicament: Sharing Power to Gain Knowledge” (Targeting *Business Horizons*)

“Knowledge Creation and Innovation through Alliances: A Study of India-U.S. Collaborations in Computer and Software Industries” (Targeting *Sloan Management Review*)

“From Machiavellian to Moralist: Toward an Ethical Foundation for Corporate Leadership” (Targeting *Strategy & Leadership*)

## **AWARDS & HONORS**

EX LIBRIS – Recognition to Authors awarded by Friends of the Library, BGSU, Ohio

Selected for New Faculty Consortium, Business Policy & Strategy Division,  
2001 National Academy of Management Conference, Washington, D.C.

Selected for Doctoral Student Consortium, International Management Division,  
1998 National Academy of Management Conference, San Diego.

Best Empirical Paper Award (Doctoral Student) - 1998 Midwest Academy of Management Conference.

Best Paper Award, 1992 - Indian Journal of Technical Education.

## **RESEARCH GRANTS**

2011 – Summer Research Grant - \$5000 College of Business Administration / Supply Chain Institute Research Grant (with Amelia Carr)

2004 - Summer Research Grant - \$7600, College of Business Administration, BGSU

2003 - Institute of Supply Chain Management Research Grant -\$2500, College of Business Administration, BGSU (with Daesik Hur)

2002 - Summer Research Grant - \$2500, College of Business Administration, BGSU

## **PROFESSIONAL MEMBERSHIP**

Member – Strategic Management Society (2006-2007)  
Member – Organization Development Network (2005-2007)  
Member – European Group of Organization Studies (2011-)  
Member – Academy of Management (1995-2011)

## **COURSES TAUGHT**

Strategy Design and Implementation (Fulltime MBA, Executive MBA Programs)  
Strategy, Design and Change (Master of Organization Development)  
Business Policy and Strategy (Undergraduate Capstone Course)  
Organization Theory and Design (Undergraduate Management Course)  
Ethics and Social Responsibility (Undergraduate and MBA Programs)  
International Business and Marketing, I/O & Managerial Economics (MBA Programs)  
Data Collection, Analysis and Feedback (Fulltime MOD)

## **PROFESSIONAL ACTIVITIES**

Advisory Board Member – Management Journal, Center for Contemporary Management Research, BIM, Tamilnadu, India (2007 – present)

Reviewer & Judge      Shanklin Award for Best Graduate Student Papers in Social and Behavioral Sciences, BGSU (2006)

Advisor                      Ohio Graduate Business Student Competition (2003 – 2006)

Discussant and Panel Member – AOM Sponsored National Summit “Building OD&C as an Academic Discipline” BGSU, Ohio (April, 2005).

Doctoral Thesis Examiner – University of South Australia (2009); Bharathidasan University and National Institute of technology, India (Evaluated 4 doctoral dissertations, 2006-2010);

Doctoral Committee Member for Shuang-Yueh Pui (Industrial/Organizational Psychology, BGSU) Spring 2007 – Spring 2010

Doctoral Committee Member for Jennifer McInroe (Industrial/Organizational Psychology, BGSU) Spring 2008 – Spring 2010

Doctoral Committee Member for Martha E.G. Sears (Ed.D. in Leadership Studies, School of

Leadership Studies, BGSU) (2005 – 2006)

Volunteer – Global Committee on the Future of OD Community, OD Network (2005)

## **EDITORIAL ACTIVITIES**

Reviewed for:

Academy of Management Meetings  
Journal of Business Research  
Organization Studies  
Journal of Managerial Issues  
Organization Development Journal  
International Journal of Management & Decision Making  
Southern Management Association  
Southwest Academy of Management  
Midwest Academy of Management  
Indian Management Review (from IIM-B)

## **UNIVERSITY ACTIVITIES**

### Bowling Green State University

Faculty Search Committee, Department of Management, 2001 – 2006  
Undergraduate Curriculum Committee, CBA, 2005 - present  
Subcommittee – Core UG Curriculum Revision, 2006-2007  
CBA Graduate Advisory Council, Elected Member, 2004 – 2007  
Chair – Graduate Advisory Council, 2006  
Advisor – Organization Development Student Network, 2006-2007  
Management Specialization Committee, 2004-2006; 2011 to  
Search Committee for Assistant Director - Graduate Studies, CBA, 2003-2004  
OD Program Admin. Committee, Management Department, 2002 - present  
University Graduate Council (UGC), Elected Member, BGSU, 2002 - 2005  
Sub-committees on Curriculum & Degrees, Student Issues (UGC), 2004 – 2005  
Master Syllabi Review Committee (MBA and UG Strategy Courses) 2002 - 2011

### National Institute of Technology (formerly Regional Engg. College), Tamilnadu, India

Coordinator, MBA students placement cell, 1992 – 1993  
Organizer - Management Consulting & Action Research Workshop, 1992  
Organizing Committee, All India MBA students Meet, 1992 – 1993  
Consultant - Science & Technology Entrepreneurs Park, 1991 – 1994  
Coordinator, Management Action Research Center, 1991 – 1994

\*\*\*\*\*