

Balagopal (Bala) Vissa

Professor of Entrepreneurship

INSEAD

1, Ayer Rajah Avenue

Singapore 138676

Website: <https://www.insead.edu/faculty-research/faculty/balagopal-vissa>
balagopal.vissa@insead.edu

ACADEMIC EMPLOYMENT

2018 – till date	Professor of Entrepreneurship
2010 - 2018	Associate Professor of Entrepreneurship
2003 - 2010	Assistant Professor of Entrepreneurship INSEAD

EDUCATION

1998 – 2003	London Business School Ph.D. in Management
1991 – 1993	Indian Institute of Management, Kolkata Master's degree in Business Management
1985 – 1990	Birla Institute of Technology & Science – Pilani, India Bachelor's degree in Electrical & Electronics Engineering Master's degree in Chemistry

RESEARCH INTERESTS

- The people side of entrepreneurship: How entrepreneurs build and leverage effective teams and networks during inception, growth and exit stages of their ventures
- Entrepreneurship and family business groups in emerging economies
- The links between commercial entrepreneurship and social impact

DISTINCTIONS

- Finalist, Best Paper Award - International Corporate Governance Society Conference, 2019
- Finalist, Best Entrepreneurship Paper Award – Organizational & Management Theory Division, Academy of Management meeting, 2017
- Deans' Commendation for Excellence in MBA Teaching at INSEAD 2018,2017,2011, 2009
- Finalist, Strategic Management Society Conference Best Paper, Prague 2012
- Finalist, Strategic Management Society Conference Best Paper, 2008
- Finalist, Carolyn Dexter Award (nominated by Business Policy and Strategy Division) Academy of Management, 2003
- Best Paper Award, International Management Division - Academy of Management, 2002
- AV Birla India Centre Fellowship – London Business School, 1999 - 2003
- B. S. Dua Memorial Prize – IIM Kolkata, 1993

RESEARCH PAPERS & PUBLICATIONS

Published

“Does social similarity pay off? Homophily and venture capitalists’ deal valuation, downside risk protection and financial returns in India” (with Kim Claes), *Forthcoming in Organization Science*

“Turning Lead into Gold: How do entrepreneurs mobilize resources to exploit opportunities?” (with David Clough, Tommy Pan Fang & Andy Wu), *Academy of Management Annals*, Jan 2019

“New ways of seeing: Theory integration across disciplines” (with Jason Shaw, Subra Tangirala & Jessica Rodell) From the Editors *Academy of Management Journal*, Feb 2018 [Editorial]

“How do entrepreneurial founding teams allocate task positions? (with HeeJung Jung and Micheal Pich) *Academy of Management Journal*, February 2017

“Modernizing without westernizing: Social structure and economic action in the Indian financial sector” (with Guoli Chen & Ravee Chittoor) *Academy of Management Journal*, April 2015 (special issue on *West meets East*)

“The causes and consequences of churn in entrepreneurs’ personal networks” (with Suresh Bhagavatula) *Strategic Entrepreneurship Journal*, September 2012

“Agency in action: Entrepreneurs’ networking style and initiation of economic exchange” in *Organization Science* (Special issue on *Genesis and Dynamics of Organizational Networks*), April 2012

“A matching theory of entrepreneurs’ tie formation intentions and initiation of economic exchange” in *Academy of Management Journal*, February 2011

“Bringing institutions into performance persistence research: Exploring the impact of the product, financial and labour market institutions” (with Aya Chacar & William Newbury). *Journal of International Business Studies*, September 2010

“Business group affiliation and firm search behaviour in India: Responsiveness and focus of attention” (with Henrich Greve & Wei-Ru Chen) *Organization Science*, June 2010

“Leveraging ties: The contingent value of entrepreneurial teams’ external advice networks on Indian software venture performance” (with Aya Chacar) *Strategic Management Journal* November, 2009

“Are emerging economies less efficient? Performance persistence and the impact of business group affiliation” (with Aya Chacar), *Strategic Management Journal* October, 2005

Papers Under Review

“Who gives back? Successful commercial entrepreneurs’ involvement in social change in India” (with Leena Kingerhans) *Revise & resubmit at Organization Science*

“Reciprocity or monetary incentive? Entrepreneurs’ network activation strategies and successful referrals to investors” (with Jared Nai, Reddi Kotha & Yimin Lin) *Revise & resubmit at Strategic Management Journal*

“CEO duality-ness: Leadership structure and CEO compensation in Indian family firms” (with Ravee Chittoor & Guoli Chen) *Revise & resubmit at Strategic Management Journal*

Working Papers

“A behavioural theory of founding team formation” (with David Clough)

“Cultural diversity in corporate boards and firm outcomes in India” (with Manaswini Bhalla, Manisha Goel & Suresh Bhagavatula)

“Implications of caste for MNE and international business research” (with Hari Bapuji, Gokhan Ertug & Snehanjali Chrispal)

“Does management training help entrepreneurs scale-up new ventures? Field experimental evidence from Singapore” (with Reddi Kotha, Yimin Lin)

Data Collection / Analysis in Progress

“How does management training help entrepreneurs scale-up new ventures? Field experimental evidence from Singapore” (with Reddi Kotha & Chon-Phung Lim)

“How do successful ethnic-Indian entrepreneurs in the United States give back to their home country?” (with Prothit Sen)

Conference Best Paper Proceedings (peer reviewed)

“Is homophily always beneficial? Task-relevant homophily and VCs' valuations and returns” *Academy of Management Best Paper Proceedings, 2017*

“Too much of a good thing: Entrepreneurs' reliance on referrals and exchange relationship formation” *Academy of Management Best Paper Proceedings, 2009*

“Does it pay to be a business group member?” (with Aya Chacar & B. Natarajan) *Academy of International Business - SE Best Paper Proceedings, 2008*

“Entrepreneurs' networking styles: Impact on tie formation and dissolution during venture emergence” (with N. Anand) *Academy of Management Best Paper Proceedings, 2006*

“External networks of entrepreneurial teams and high technology venture performance” (with Aya Chacar) *Best paper proceedings – Strategic Management Society conference on entrepreneurship in emerging economies* (Published as a book titled: *Entrepreneurial Strategies* A. Cooper, A. Carrera, Luiz Mesquita and Roberto Vassolo (eds.). Blackwell Publishing, 2006)

“Comparing performance persistence in the US and India” (with Aya Chacar) *Academy of Management Best Paper Proceedings. 2002*

Published (Non-Peer reviewed)

Practitioner Oriented Publications

“MBAs and start-ups: Can entrepreneurship be taught in business schools?”, in Maeil Business Newspaper, Seoul Korea, 5th January 2017

<http://news.mk.co.kr/newsRead.php?sc=40200124&year=2016&no=885643>

“Entrepreneurial skills for social good” in *Financial Times - Wealth / Pictet & the Entrepreneurs*, 8th May 2015 & *Intelligent Life* – September 2015

“The art of finding a co-founder” – in *Economic Times*, 12th December 2014

“Get timing right to launch into business”, *Gulf News*, 22nd January 2014

“The best performing CEOs in India” (with Morten Hansen, Herminia Ibarra & Urs Peyer) – cover story *Business Today - India's largest business magazine with readership of 350,000*. February 5th 2012

“On building great venture teams”, *International Herald Tribune*, 2005

“Overcoming the liability of newness”, *International Herald Tribune series on Asian Entrepreneur Watch*, April 2006

“Building the management team” in *Growth Challenges for Asian Entrepreneurs – Issue 04*, jointly published by InnovAsia, International Herald Tribune and CSFB, June 2006

DEVELOPMENT OF PEDAGOGICAL MATERIALS

Published INSEAD cases

MeritTrac (*Case study on founding team formation, member exit and equity splits in the Indian context*)

Simplex solutions – expanding the entrepreneurial team (*multi-media decision scenario on founding team expansion along with Effective Venture Team Design Workbook*)

Russell Mehta at Rosy Blue: A Diamantaire for life! (*Case study on how entrepreneurs adapt their personal network to drive business success in the context of an Indian family business operating in the global diamond industry*)

Unpublished teaching tools

Personalized debrief on networking styles, personality and task effectiveness (*Survey based tool and customized debrief that outlines participants networking style, personality and task performance in the context of a business simulation*)

SELECTED PRESENTATIONS

“Does management training help entrepreneurs scale-up new ventures? Field experimental evidence from Singapore” (with Reddi Kotha, Yimin Lin) – *Nanyang Technological University Business School – January 2019*

“Reciprocity or monetary incentive? Entrepreneurs’ network activation strategies and successful referrals to investors” (with Jared Nai, Reddi Kotha & Yimin Lin) - *AOM Meeting Boston 2019*

“Who gives back? Indian commercial entrepreneurs’ involvement in social change” (with L. KingerHans) *WCRS – Univ of Alberta, Sept 2017; Harvard Business School, May 2016; Foster School of Business – UW, April 2016; Ghoshal conference – LBS, June 2016; Yale-LBS China India Insights Conference, July 2016; Gustavson School of Business – UVictoria, April 2016*

“The double-edged sword of homophily: The impact of regional and caste similarity on VCs’ pricing and returns in India” (with K.Claes) *Singapore Management University – November 2017; Imperial College Business School – London, November 2016; AOM Meeting Vancouver 2015; ESSEC Business School- Paris, October 2014; Judge Business School- Cambridge, October 2015*

“How do entrepreneurial founding teams allocate task positions?” (with H. Jung and M. Pich). *AOM Meeting Philadelphia 2014, Ghoshal conference – LBS, June 2014, SIE Conference, AGSM Sydney September 2015*

“Modernizing without westernizing: Social structure and economic action in the Indian financial sector” (with G. Chen & R. Chittoor). *NUS Business School Nov 2012; HKUST March 2013; Ghoshal conference – LBS, June 2013*

“The causes and consequences of churn in entrepreneurs’ personal networks”. *AOM Meeting, San Antonio 2011, West Coast Research Symposium on Technology Entrepreneurship, Seattle Sept 2011*

“Agency in action: Entrepreneurs’ networking style and initiation of economic exchange” *AOM Meeting, Chicago, August 2009; Organization Science special issue conference on network dynamics, Milan May 2009; Imperial College, London, May 2008; INSITE Conference, Univ of Wisconsin – Madison, June 2008; ACAC conference – Atlanta, June 2008; INSEAD Network Evolution Conference – October 2008.*

“With whom do entrepreneurs connect? A matching theory of tie formation and success” *Ross School (Univ of Michigan), Kenan-Flagler School (UNC-Chapel Hill), Smith School (Univ of Maryland) May 2009 & West Coast Research Symposium on Technology Entrepreneurship, Seattle Sept 2009*

“Entrepreneurs’ networking actions and referral based search for new exchange partners” *Tanaka Business School - Imperial College, London, May 2008; INSITE Conference, Univ of Wisconsin – Madison, June 2008 & ACAC conference – Atlanta, June 2008, INSEAD Network Evolution Conference – October 2008.*

“Business group affiliation and firm search behaviour in India: Responsiveness and focus of attention” *AOM Meeting Philadelphia – August 2007*

“Conceptualizing entrepreneurs’ networking styles” *London Business School, Free University – Amsterdam July 2006 & AOM Meeting Atlanta August 2006*

“Is the team as strong as its strongest link? Venture teams’ advice networks and strategic debate” *AOM Meetings, Hawaii, August 2005 & Entrepreneurship Special Issue Conference, CWRU, Cleveland October 2004*

“Top teams and new venture success: Does team dynamics impact benefits of external network ties?” *AOM Meeting New Orleans, 2004*

“National institutional factors and the persistence of firm performance” *AOM Meeting, Seattle, 2003*

“Entrepreneurial team networks and venture performance” *Wharton School (U Penn), Univ of Illinois (UC), National University of Singapore, Jan-Feb 2003*

“Type of financing, monitoring costs and high technology venture growth” *Babson-Kaufman Entrepreneurship Conference, Denver – June 2002*

"Are emerging economies less efficient? Comparing performance persistence in the U.S. and India" *AOM Meeting, Denver -August 2002 & AIB Meeting, Puerto Rico – July 2002*

“Social networks of founding teams and new venture performance” *Strategic Management Society conference, San Francisco – October 2001*

“Searching for corporate effects” *AOM Meeting Toronto-August 2000*

SCHOLARLY SERVICE

External Service

Associate Editor, *Academy of Management Journal* July 2016 – June 2019

Program Chair (elected), Entrepreneurship and Strategy Interest Group, Strategic Management Society, 2018-2019 [3-year commitment, rotating through APC, PC and PPC roles]

Co-Editor (with Brian Wu (Ross School, Michigan) & Foo Maw Der (NUS Singapore)) of special issue on “*Entrepreneurship in Emerging Economies*” to be published in *Strategic Entrepreneurship Journal* in late 2020

Invited Visiting Scholar at Stanford University (Department of Management Science and Engineering in the School of Engineering) during May-June 2018

Co-chair – Entrepreneurship & Strategy Track at the *Strategic Management Society special conference* – Hyderabad, India December 2018

Associate Program Chair (elected), Entrepreneurship and Strategy Interest Group, *Strategic Management Society*, 2017-2018 [3-year commitment, rotating through APC, PC and PPC roles]

Member of the six-person committee tasked to select *Academy of Management Journal*'s Best Article Award for 2016

Invited senior scholar at *Singapore Management University Summer Camp* (Strategy & Organizations Department) April 2016

Invited senior scholar to *HKUST, Hong Kong* (Strategy & Organizations Department) October 2013

Member of the four-person committee tasked to select *Academy of Management Journal's* Best Article Award for 2013

Co-organizer of the Doctoral Students Consortium at the *Strategic Management Society conference* - Mohali, India December 2013

Elected Representative at large: *Strategic Management Society's* Entrepreneurship & Strategy Interest Group (2012 to 2013)

Member of the Research Committee for the *Organization and Management Theory Division* (2012 to 2016) as well as the *Entrepreneurship Division* (2012 to 2014) of the Academy of Management

Invited senior scholar/mentor for Strategic Management Society's Paper Development Workshop, held at the Indian Institute of Management, *Kolkata in February 2011*

Invited panellist for the doctoral and junior faculty consortiums at the Strategic Management Society conference - *Hyderabad, India December 2008*

Invited key note speaker at the Asia Pacific Journal of Management Conference on Business Groups, *Singapore December 2005*

Editorial Review Board Memberships: *Academy of Management Journal* (2012-2016), *Strategic Entrepreneurship Journal* (2015-), *Global Strategy Journal* (2011-2016), *Journal of International Business Studies* (2010-2015)

Ad-hoc Reviewer for *Administrative Science Quarterly*, *Management Science*, *Organization Science*, *Organizational Behavior and Human Decision Processes* & *Strategic Management Journal*

Internal Service

Area Chair for the *Entrepreneurship & Family Enterprise (EFE) Area* at INSEAD from 2014-2017

PhD Committee Chair / Co-chair: *Kim Claes (SKK GSB, Seoul)*; *Leena Kinger Hans*

PhD Committee Member - *Prashant Deshpande (Reliance Corporate University, Mumbai)*, *HeeJung Jung (Imperial College, London)*, *Jaemin Lee (Imperial College, London)*, *Christiane Bode (SDA Bocconi)*, *Brian Park (Georgia State University)*, *Prothit Sen (Indian School of Business)*

TEACHING PORTFOLIO

- Executive teaching in the areas of Networking, Leadership and Change, Managing Growth

- Program director for INSEAD Leadership Program for Senior Executives – India (ILPSE) and INSEAD’s blended learning programs - Certificate in Business Acumen (CBA) & Certificate in Leadership Effectiveness (CLE)
- New Business Ventures (MBA elective, variant used in EMBA teaching)
 - This course focuses on the process of converting a venture opportunity into a sustainable, revenue generating business. The course deals with the issue of how to start a business from scratch as opposed to what opportunity to pursue.
- Entrepreneurship in Action: Scaling Start-ups (co-taught MBA elective; variant used in executive teaching)
 - The course uses a competitive business simulation to put participants in the shoes of an entrepreneurial team during the critical growth stage of a venture. The simulation begins after the successful launch of the company has demonstrated the existence and growth potential of a market, but before the business is established enough for IPO or some other ‘exit’ vehicle for the initial investors and founders. The team’s challenge is to sustain profitable growth in an increasingly competitive context.
- Building Businesses in India (MBA elective)
 - This field-trip based course is designed for those who want to understand the opportunities and obstacles that Indian entrepreneurs face; how entrepreneurs build growth ventures in India; how the context shapes such ventures; the characteristics and mindsets of the leaders of the next generation of great Indian companies that grow out of today’s ventures.
- Entrepreneurship Research (co-taught PhD elective)
 - This PhD seminar serves as an introductory course to entrepreneurship research – from an organization theory perspective. Entrepreneurship here is defined as the creation and growth of business ventures, either as new organizations or inside existing ones, and as transformation of existing organizations. This course covers fundamental readings and current empirical research.

OTHER PROFESSIONAL EXPERIENCE

1993-1998	Commercial Manager, Hindustan Lever Limited, India
1990-1991	Sales Executive, HCL Limited, India